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ABSTRACT

Recognizing recent efforts by members of the Association of Research Libraries (ARL) in establishing departments or designating full-time staff for preservation efforts, the Systems and Procedures Exchange Center (SPEC) undertook a survey to identify ways research libraries are reorganizing for these new activities. Telephone interviews were conducted with 27 libraries identified as having a preservation department or planning one. This kit includes initial planning statements, rationales for program placement, organization charts, and job descriptions. Documents from the following universities are included: Brigham Young University; University of California at Berkeley; University of Chicago; Columbia University; University of Connecticut; Cornell University; University of Iowa; University of Michigan; Ohio State University; Stanford University; Southern Illinois University at Carbondale; University of Texas at Austin; Texas A&M University; University of Virginia; and Yale University. A short summary of the survey results which introduces the collection of documents covers patterns of organization, technical services, collection development, administrative services, and issues and trends. A list of libraries contacted concludes the report. (THC)

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JULY-AUGUST 1985

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Organizing for Preservation in ARL Libraries

Kit 116

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Systems and Procedures Exchange Center

ISSN 0160 3574

ORGANIZING FOR PRESERVATION IN ARL LIBRARIES

Although preservation activities have always been a part of research library operations, their scope has increased in the last decade, and libraries are making a number of changes regarding preservation policies, procedures, and organizational patterns.

Since several members of the Association of Research Libraries have been establishing departments or designating full-time staff for preservation efforts, SPEC undertook to identify ways research libraries are reorganizing for these new activities. Twenty-seven libraries identified as having a preservation department or planning one (two of them participants in the NEH-sponsored Preservation Planning Program operated by the OMS) were interviewed by telephone in Spring 1985.

PATTERNS OF ORGANIZATION. While most librarians agree that instituting proper preservation procedures is more important than searching for the ideal organizational structure, institutions planning for preservation can benefit from examining some emerging patterns identified in the interviewed libraries. The creation of a separate preservation unit is becoming quite common, but its placement in each organization varies. Six libraries have located their preservation units in technical services, six in collection development, and two department heads report to the director of libraries. Several libraries have no separate departments, and handle preservation/conservation issues either through a committee, or through several departments according to a decentralized system. One library utilizes the services of a university conservator.

TECHNICAL SERVICES. Some libraries cite historical development or administrative convenience as reasons for their placement of the preservation unit, especially when technical services is involved. In many of these cases, preservation evolved out of circulation repair activities -- most often as an extension of binding and repair -- thus making technical services a logical choice. Another argument for placing the preservation unit within technical services relies on the historical precedent of dividing decision-making and technical processing: Decision-making -- what to preserve and to what extent -- takes place in collection development, while the actual physical work of preservation occurs in technical services under the supervision of the preservation officer. This parallels the arrangement whereby collection development decides what to acquire, while acquisitions, usually a technical services unit, processes orders and materials.

COLLECTION DEVELOPMENT. Those advocating aligning preservation with collection development cite the integral relationship between collection development and collection maintenance, and the close alliance that the preservation officer needs to have with bibliographers and other selection officers in deciding on preservation priorities, policies, and procedures -- given limited resources. Having the preservation officer as part of the collection building/maintenance team is therefore seen as advantageous.

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ADMINISTRATIVE SERVICES. The interdisciplinary nature of the preservation effort also is cited by those who advocate placing the preservation unit in administrative services, with the preservation officer reporting directly to the director of libraries. Preservation issues involve virtually all areas of library activity, for example collaborating with selectors regarding acquisition, retention, replacement, and preservation of materials; library instruction; materials handling in all units including circulation, interlibrary loan, reference, and technical services; fund raising; security, environmental concerns and disaster preparedness; and liaison with branches, archives, special collections, and various university departments. Therefore, according to two respondents, reporting to the library director enhances the preservation effort, giving the preservation officer opportunities to advise on preservation aspects of all relevant policy decisions. Those libraries with standing coordinating committees that recommend policies and develop procedures for preservation activities also cite library-wide application and a high level of visibility and influence in the decision-making process as reasons for their particular pattern of organization.

OUTSIDE THE LIBRARY. The rationale given by one university for placing their conservator outside the library's administrative structure is that while the person concerned works primarily with the library, the position is considered to be interdisciplinary, having ties with the library school, the art school, and possibly the schools of journalism and letters.

ISSUES AND TRENDS. A ten-year history of full-scale preservation activities in research libraries is too short a period to develop a definitive organizational model for a program whose emphasis differs from one library to another. Every model used can be justified; each leaves some issues unaddressed. Centralizing preservation activities in archives/special collections tends to narrow their focus; placing them in technical services may perpetuate the repair/binding-only orientation. And the collection development/preservation union raises questions concerning how much influence selectors actually have on security and disaster planning, library user education, and other issues which are not directly collection-oriented.

One very definite impression that emerges from conversations with preservation officers and administrators is that many, if not all, are rethinking their present organizational alignment. While there appears to be a trend toward moving preservation activities from technical services into collection development, there seems to be an equally strong trend toward the view that preservation/conservation really is a library-wide effort, best aligned with either a central administrative unit or an umbrella-type oversight committee drawn from various segments of the library. This latter trend may well prove to be the dominant one as preservation activities in ARL libraries continue to grow in the next decade.

The SPEC Kit on Organizing for Preservation in ARL Libraries (#116, 131 pages) includes initial planning statements, rationales for program placement, organization charts, and job descriptions. SPEC kits are available mainly by subscription from: SPEC Center, Office of Management Studies, ARL, 1527 New Hampshire Ave., N.W., Washington, D.C. 20036. Individual kits are available for $20, with prepayment required. Outside the U.S. and Canada, add $5.00 per order for parcel post shipping.

This flyer/kit was prepared by Irene P. Godden, Assistant Director
for Technical Services, and Myra Jo Moon, Preservation Librarian,
Colorado State University Libraries, as part of the
OMS Collaborative Research Writing Program.

USES OF SPEC KITS

The Systems and Procedures Exchange Center (SPEC) is a clearinghouse operated by the Association of Research Libraries, Office of Management Studies that provides a central source of timely information and materials on the management and operations of large academic and research libraries. It facilitates the exchange of knowledge and documents through SPEC Kits, which are distributed ten times each year to ARL members and other interested libraries. The Kits include topically-arranged groupings of unedited primary source documents – selected for their value to administrators and decision-makers – that illustrate a wide range of alternative approaches to specific issues.

Kit documents come from general membership surveys and from selected libraries contacted directly by SPEC, and most Kits are produced within six months of surveys. The documents' value comes from their variety of ideas, methods, and solutions. They are not viewed as finished products, but rather as points of departure for a library's planning efforts and as stimulants to innovative approaches to problem-solving. As such, Kits do not present answers or prescriptions for any one library; instead they illustrate how selected ARL members are planning for or dealing with particular issues. The worth of any one Kit to a particular library will depend upon the specific topic covered and the library's stage of development in that area.

Materials are selected according to the following criteria:

- Presents an approach of potential value to administrators and decision-makers
- Timely, and dealing directly with the topic under consideration
- Probability of application of ideas or thinking to other library situations
- Illustrative of actual practice, rather than theoretical
- Understandable, readable communication

All together, the materials should provide a range of alternative approaches that complement each other, provide variety, and stimulate comparison and contrast.

Libraries can take advantage of the Kit compilations in a number of ways. Administrators can evaluate the assumptions, methods, and results of other libraries' approaches; compare and contrast them; and use the learnings in their own situations. Library staff members can use the kits as professional development and current awareness tools. Committees and task forces can use them to begin a review of current practices. And the Kits can identify other persons or places to contact for further information. Back-up files in the SPEC office also are available for loan to member libraries. In addition, SPEC will conduct on-demand surveys or analyses geared specifically for a single library.

EVALUATION

Kit Title/Number ____________________

1. Which uses did the library make of this Kit?

2. Please indicate how useful the Kit was for these purposes.

☐ Very Useful ☐ Quite Useful ☐ Somewhat Useful ☐ Not Useful

3. Do you have suggestions for this Kit or for future Kits?

(optional) NAME ____________________

LIBRARY ____________________

PHONE ____________________

Please return this form to the SPEC Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, DC 20036.

1/82

ISSN 0160 3582

ORGANIZING FOR PRESERVATION IN ARL LIBRARIES
SPEC KIT #116, July-August 1985

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BRIGHAM YOUNG UNIVERSITY
HAROLD B. LEE LIBRARY

Preservation Departments in Libraries: Organizational Structure

There seems to be no set pattern or specific rationale for the organizational structure of preservation departments in libraries.

The reason for the alignment with the Collection Development Division at the Brigham Young University Library is primarily related to historical development of staff interest. Under different circumstances, the Preservation Department might have been aligned with the Technical Services Division, or perhaps have been a service unit reporting to the University Librarian.

At Brigham Young University the decision to align the Preservation Department with the Collection Development Division was based on the following reasoning.

1. The basic responsibility of the division is to identify and acquire materials needed by library patrons.
    a. Acquired materials must be kept in usable condition by binding, repairing, or otherwise maintaining them.
    b. Once acquired, research materials must be maintained indefinitely in the collection, because many are, and more will become, irreplaceable.
2. Alternative format selection decisions are best made in the Collection Development Division, and, therefore, this division should include the department best able to assess the condition of the original (i.e., paper, binding, etc.) and the cost of repair or restoration.
3. The coodination of factors involved in format selection decisions, maintenance practices, etc. seems most reasonable and workable when it is done by departments within the same division.

BRIGHAM YOUNG UNIVERSITY
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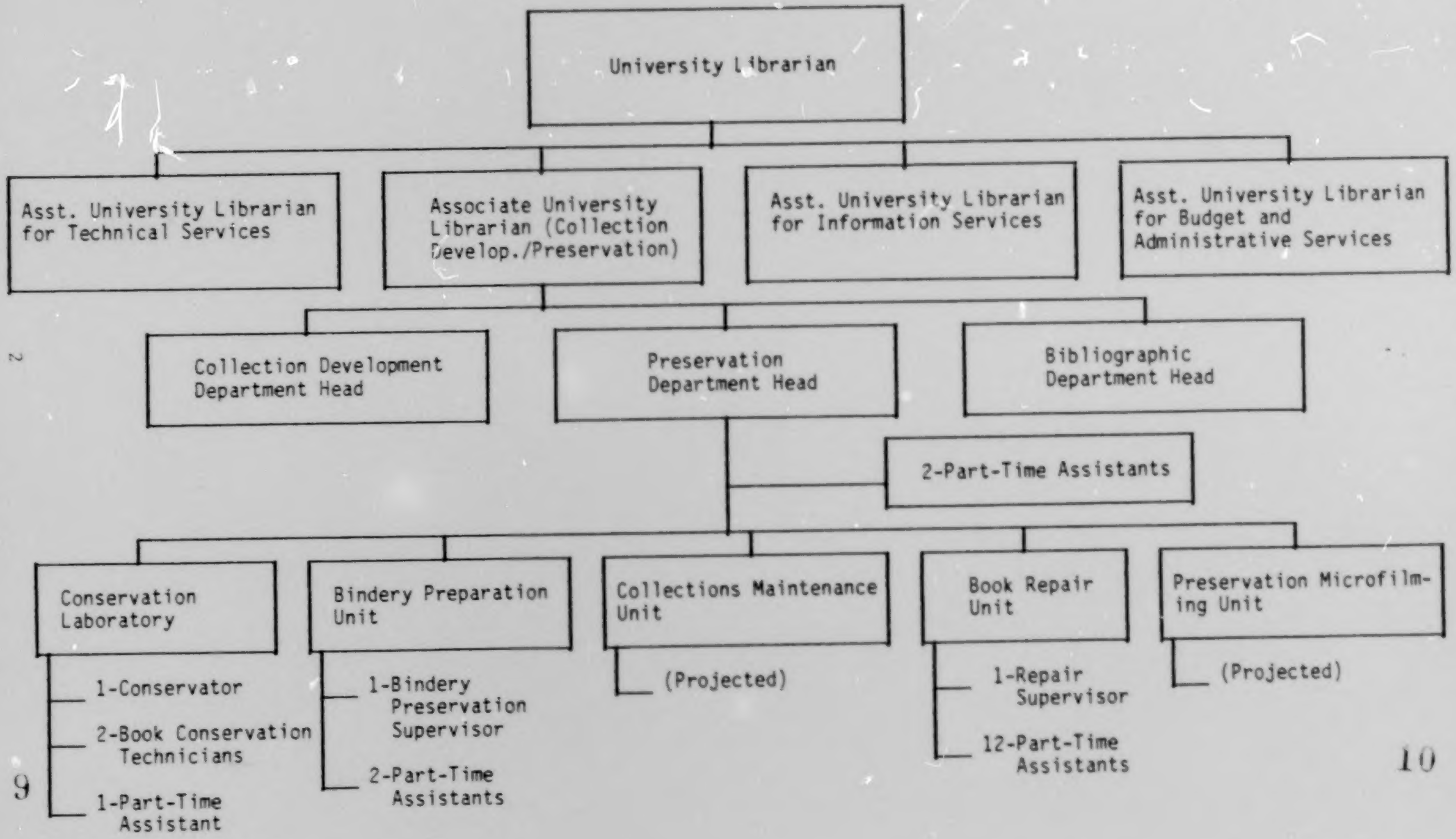
Preservation Organization


University Librarian
Asst. University Librarian for Technical Services
Associate University Librarian (Collection Develop./Preservation)
Asst. University Librarian for Information Services
Asst. University Librarian for Budget and Administrative Services
Collection Development Department Head
Preservation Department Head
Bibliographic Department Head
2-Part-Time Assistants
Conservation Laboratory
1-Conservator
2-Book Conservation Technicians
1-Part-Time Assistant
Bindery Preparation Unit
1-Bindery Preservation Supervisor
2-Part-Time Assistants
Collections Maintenance Unit
(Projected)
Book Repair Unit
1-Repair Supervisor
12-Part-Time Assistants
Preservation Microfilming Unit
(Projected)

BRIGHAM YOUNG UNIVERSITY
HAROLD B. LEE LIBRARY

Preservation Librarian
Job Description

1. Develop preservation program for the entire library.
    a. General administrative responsibilities (reports, long- and short-range planning, liaison/advocacy with library staff, budget).
    b. Monitor environmental factors (temperature, relative humidity, light and pollution).
    c. Develop educational programs and disseminate information to library staff, colleagues, students, and other patrons.
    d. Develop preservation policies, records, and specifications.
    e. Develop collection surveys to determine preservation and treatment priorities.
    f. Explore external funding sources.
    g. Organize information preservation ("brittle books") program.
2. Supervise Preservation Department units (Conservation Laboratory, Book Repair Unit, Bindery Preparation Unit).
3. Plan for organization of Preservation Microfilming and Collections Maintenance Units.
4. Participate on committees and in other acitivities that promote preservation of library materials.
    a. Serve as chair of Library Preservation Committee.
    b. Serve as chair of the Library Disaster Committee.
    c. Serve as the library's representative to the RLG Preservation Committee.
5. Participate in professional development.
    a. Contribute to the library profession through research and publication or by participation in professional organizations.
    b. Maintain a professional level of knowledge and skills.

BRIGHAM YOUNG UNIVERSITY
HAROLD B. LEE LIBRARY

Library Conservator

1. Ensure preservation and conservation of the library's Special Collections.
   - a. Survey and assess preservation and conservation needs of collections.
   - b. Make recommendations for application of sound preservation measures.
   - c. Direct all conservation treatments performed by the laboratory.
   - d. Perform complex and highly-technical conservation treatments.
   - e. Direct and/or perform variety of analytical tests (fiber and pigment microscopy, ink and color stability, pH tests, spot tests, titrations, etc.).
   - f. Establish documentation procedures for all conservation treatments, written and photographic.
   - g. Consult with Special Collections curators on conservation program, conservation treatments, and examination and identification of materials.

2. Organize and administer Conservation Laboratory.
   - a. Plan layout and equipment needs of laboratory.
   - b. Evaluate and specify materials used in laboratory.
   - c. Establish quality control measures for selection of archival materials.
   - d. Maintain purchasing information and extensive catalogue files.
   - e. Plan budget and schedule acquisition of supplies, equipment, and capital improvements for laboratory.
   - f. Maintain statistical records and write annual report of activities of laboratory.
   - g. Set annual goals for laboratory.
   - h. Maintain intralibrary communication on conservation issues through meetings with Preservation Librarian, regular Preservation Departmental meetings, and other committee meetings such as the Preservation Committee.
   - i. Provide tours of conservation facilities for interested visitors.

3. Train and supervise Book Conservation Technicians.
   - a. Establish and maintain a program for training Book Conservation Technicians.
   - b. Supervise and evaluate all conservation personnel.
   - c. Demonstrate new techniques and skills to conservation personnel.
   - d. Establish standards and specification for treatment procedures.
   - e. Foster development of conservation judgment in assessing preservation needs of library materials, planning and executing a successful treatment.

4. Carry out research and development activities.

   a. Develop and maintain conservation reference library and files.
   b. Research basic problems in deterioration of library materials.
   c. Research technical problems in conservation treatments.
   d. Research historical problems in identification of rare materials.
   e. Research in codicology and the history of bookbinding.
   f. Develop improved methods for documentation.
   g. Develop new conservation treatment techniques or methods.
   h. Develop new approaches to phased preservation.
   i. Collaborate with scholars and scientists in interdisciplinary projects.

5. Carry out professional development activities.

   a. Remain abreast of literature and developments in conservation field.
   b. Maintain communication through telephone and/or correspondence with other conservation professionals.
   c. Submit articles on conservation research or treatments to scholarly journals.
   d. Participate in professional organizations.
   e. Present lectures and papers on conservation topics at professional conferences.
   f. Attend seminars and advanced training workshops.
   g. Present lectures on conservation topics within the library and the School of Library and Information Sciences.

BRIGHAM YOUNG UNIVERSITY
HAROLD B. LEE LIBRARY

Bindery Preparation Unit Supervisor Job Description

1. Coordinate bids for the library binding contract.
2. Inspect work done by the binders for quality.
3. Maintain awareness of new binding methods and materials, and evaluate them for preservation value.
4. Be familiar with the national standards for library binding.
5. Refer for alternative treatment library materials needing repair.
6. Coordinate with the Serials Department the collation and special binding needs of serials.
7. Enter binding data on automated library systems.
8. Organize work flow by initiating binding action.
9. Hire, train, and supervise part-time employees to prepare materials for binding.
10. Keep unit production statistics and compile annual report.
11. Design and update forms used in binding.

BRIGHAM YOUNG UNIVERSITY
HAROLD B. LEE LIBRARY

Book Repair Unit Supervisor Job Description

1. Administer the unit.
    a. Assign work schedules.
    b. Supervise quality control.
    c. Produce statistical reports, annual reports, and budget requests.
    d. Order supplies and equipment.
    e. Perform maintenance on machines.
    f. Consult with other departments.
    g. Handle miscellaneous problems.
2. Practice skilled professional hand bookbinding and book preservation techniques.
3. Research and develop improvements in book repair methods, then test these improvements in the unit (including case making, box making, sewing, stamping, backing, guarding, mending, encapsulating, humidification, fumigation, freezing, washing, de-acidification, collation, etc.).
4. Interview, hire, and train new employees. (Estimated that a minimum of six months is needed to train each employee in the more basic methods and techniques used.)

BRIGHAM YOUNG UNIVERSITY
HAROLD B. LEE LIBRARY

Book Conservation Technician
Job Description

1. Build specialized protective book boxes.
2. Pull a book, wash, deacidify, and mend the text block.
3. Routinely do the following types of bindings:
    a. Non-adhesive
    b. Paper and cloth case
    c. Pamphlet
    d. One-quarter leather sewn on cords
4. Reback leathers and restore cloth cases.
5. Train part-time staff in proper preservation techniques.
6. Make decisions, within established parameters, and prescribe specific treatments to items assigned.
7. Keep current with assigned and general conservation literature readings.
8. Work under supervision of the Library Conservator.

PLEASE POST

University of California
General Library/Berkeley
18 June 1979

PROFESSIONAL POSITION AVAILABLE AT BERKELEY

HEAD, CONSERVATION DEPARTMENT

This is a newly established position with the General Library, University of California, Berkeley, reporting to the Associate University Librarian for Technical Services. The applicant selected for the position will be working with present staff to define and develop further the position and the department.

RESPONSIBILITIES:

The Conservation Department is responsible for the development and maintenance of a conservation program for all of The General Library collections, including the general and special collections, rare materials, and special formats such as film, maps, and manuscripts. The Head of the Conservation Department is assisted by a half-time secretary and is responsible for the supervision of the Binding Preparation/Mending Division and for the Preservation Microfilming Program and will provide the expertise, services and direction necessary to carry on a continuing program of conservation of the Library's materials, including preparation, repair, restoration, and reproduction of materials.

Initial responsibilities will include the following:

--Evaluation of standards, materials, and techniques used in the Mending Division
--Evaluation of binding specifications and standards for materials bound at the UC Bindery
--Evaluation of standards, materials, and techniques used in the preservation microfilming program, including expansion of current program, coordination of the program within The General Library and with other UC campuses, and with Stanford University Library, and the development of a system of bibliographic control for master negatives
--Establishment of standards for the physical maintenance of the collections and for training programs for library staff responsible for stack and collection maintenance
--Public education and publicity including such ventures as exhibits, articles for local newspapers and television, lectures at various UC gatherings
--Negotiation with reprinters and micropublishers to encourage preservation of information through republication. Assist in the development of policy on loans to reprint publishers and reimbursement for such loans
--Communication with the conservation centers at the Library of Congress and other institutions active in the field to keep up with current developments
--Working with appropriate library and campus staff in developing a program of extramural funding
--Coordination/cooperation with other UC campuses, Stanford, CLASS, and UC Systemwide in regional preservation efforts

Continued

HEAD, CONSERVATION DEPARTMENT

Position Description Continued:

QUALIFICATIONS: M.L.S. from an accredited library school and supervisory experience are required. In addition to having practical experience with conservation problems, the candidate must have the skills and attributes required to operate successfully in the consulting mode. The candidate must also have demonstrated skills in dealing with colleagues, analyzing and solving problems, and making decisions. Demonstrated communication skills, especially openness to new ideas, tolerance for differing viewpoints, and the ability to articulate ideas are essential. Experience in a preservation/conservation program is necessary as is a demonstrated familiarity with currently established conservation techniques. The candidate must be knowledgeable about existing conservation programs at other institutions.

PLEASE POST
OR CIRCULATE

University of California
Berkeley / General Library
15 December 1983

PROFESSIONAL POSITION AVAILABLE AT BERKELEY

BOOK CONSERVATOR*

The General Library of the University of California, Berkeley, is composed of the Main Library for graduate research, Moffitt Undergraduate Library, the Bancroft Library, and twenty-three branch libraries in various subject specialties. It embraces major holdings of books (6 million), manuscripts (42 million), maps (300,000), and pictorial materials (2 million). The General Library's Conservation Department, created in 1980, is charged with maintaining these collections in usable condition for instruction and research. With a staff of eleven, the Department has thus far focused on binding and repair of non-rare books and documents, protective containers for fragile materials, and replacement of materials too deteriorated to enable continued use. Additionally, a program has been started to conserve rare materials in the unbound collections, including maps, documents, and art on paper.

The Department is now ready to address the conservation needs of several rare book collections in the General Library. A book conservator is sought to help develop and implement a program to meet these needs. Consistent with the broad charge of maintaining the collections, emphasis will be placed on stabilizing and protecting artifactually significant books, as well as on providing corrective treatment.

DUTIES

Conservation treatment of rare (and some non-rare) books of all periods, with an emphasis on 17th - 19th century imprints.

Part-time teaching and supervision of conservation technicians assigned to assist with book conservation projects.

Preparation of handbooks of procedures for treatment of bound materials.

Participation in development of a program for conservation of the collections of artifactual materials held by the General Library.

QUALIFICATIONS

Graduate degree in book conservation or equivalent training.

Professional experience in book conservation beyond initial training, including teaching and supervision of personnel.

Strong technical and organizational skills necessary for adapting equipment and techniques to the needs of large collections requiring conservation treatment.

Good verbal skills, to be used in teaching, supervision, and preparation of manuals and reports.

PLEASE POST
or CIRCULATE

University of California
General Library/Berkeley
18 October 1982

PROFESSIONAL POSITION AVAILABLE AT BERKELEY

PAPER CONSERVATOR*

The General Library of the University of California, Berkeley, is composed of the Main Library for graduate research, Moffitt Undergraduate Library, the Bancroft Library, and twenty-three branch libraries in various subject specialities. It embraces major holdings of books (6 million), manuscripts (42 million), maps (300,000), and pictorial materials (2 million). The General Library's Conservation Department, created in 1980, is charged with maintaining these collections in usable condition for instruction and research. With a staff of ten, the Department has thus far focused on binding and repair of non-artifactual books and documents, protective containers for fragile materials, and replacement of materials too deteriorated to enable continued use.

The Department is now ready to address the conservation needs of artifactually significant materials, such as rare books, documents, and art on paper. A paper conservator is sought to help develop and implement a program to begin to conserve the Library's collections of manuscripts, maps, and pictorial materials. Consistent with the broad charge of maintaining the collections, emphasis will be placed on stabilizing and protecting these materials, as well as on providing corrective treatment.

DUTIES

Conservation treatment of art on paper and documents, including manuscripts and maps.

Part-time teaching and supervision of conservation technicians assigned to assist with paper conservation projects.

Preparation of manuals of standards and procedures for treatment of paper artifacts.

Participation in development of a program for conservation of the collections of artifactual materials held by the General Library.

QUALIFICATIONS

Graduate degree in paper conservation or equivalent training.

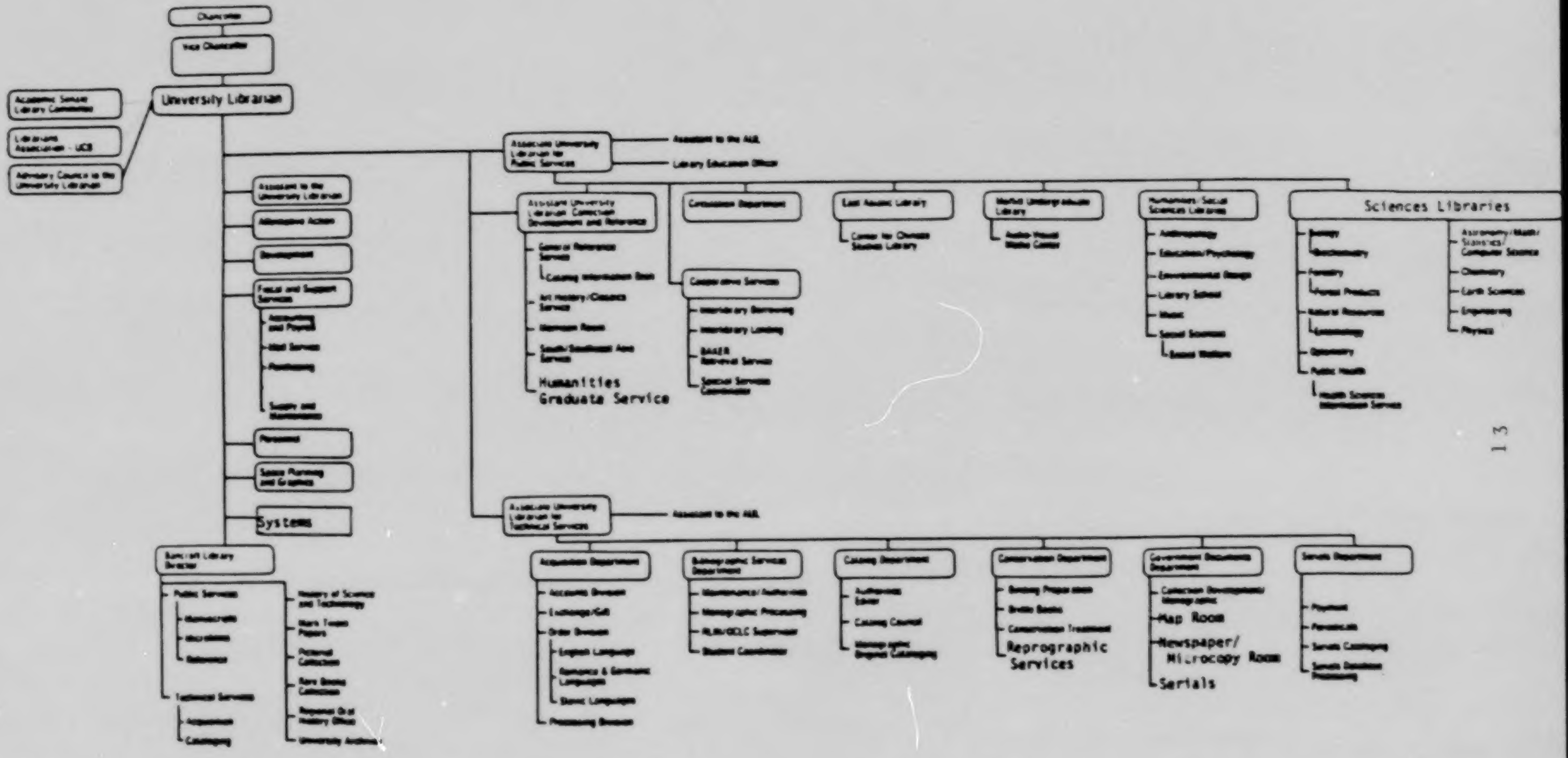
Professional experience in paper conservation beyond initial training, including teaching and supervision of personnel.

Strong technical and organizational skills necessary for adapting equipment and techniques to the needs of large collections requiring conservation treatment.

Good verbal skills to be used in teaching, supervision, preparation of manuals and reports.

20

Organization Chart of the General Library, University of California, Berkeley


Chancellor
Vice Chancellor
University Librarian
Academic Senate Library Committee
Librarians Association - UCB
Advisory Council to the University Librarian
Assistant to the University Librarian
Affirmative Action
Development
Fiscal and Support Services
Accounting and Payroll
Mail Service
Purchasing
Supply and Maintenance
Personnel
Space Planning and Graphics
Systems
Bancroft Library Director
Public Services
Manuscripts
Microforms
Reference
Technical Services
Acquisitions
Cataloging
History of Science and Technology
Mark Twain Papers
Pictorial Collection
Rare Books Collection
Regional Oral History Office
University Archives
Associate University Librarian for Public Services
Assistant to the AUL
Library Education Office
Assistant University Librarian Collection Development and Reference
General Reference Service
Catalog Information Desk
Art History/Classics Service
Morrison Room
South/Southeast Asia Service
Humanities Graduate Service
Circulation Department
Cooperative Services
Interlibrary Borrowing
Interlibrary Lending
BAKER Retrieval Service
Special Services Coordinator
East Asiatic Library
Center for Chinese Studies Library
Moffitt Undergraduate Library
Audio-Visual Media Center
Humanities/Social Sciences Libraries
Anthropology
Education/Psychology
Environmental Design
Library School
Music
Social Sciences
Social Welfare
Sciences Libraries
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Biochemistry
Forestry
Forest Products
Natural Resources
Entomology
Optometry
Public Health
Health Sciences Information Service
Astronomy/Math/Statistics/Computer Science
Chemistry
Earth Sciences
Engineering
Physics
Associate University Librarian for Technical Services
Assistant to the AUL
Acquisition Department
Accounts Division
Exchange/Gift
Order Division
English Language
Romance & Germanic Languages
Slavic Languages
Processing Division
Bibliographic Services Department
Maintenance/Authorities
Monographic Processing
RLIN/OCLC Supervisor
Student Coordinator
Catalog Department
Authorities Editor
Catalog Council
Monographic Original Cataloging
Conservation Department
Binding Preparation
Brittle Books
Conservation Treatment
Reprographic Services
Government Documents Department
Collection Development/Monographic
Map Room
Newspaper/Microcopy Room
Serials
Serials Department
Payment
Periodicals
Serials Cataloging
Serials Database Processing

July 1982

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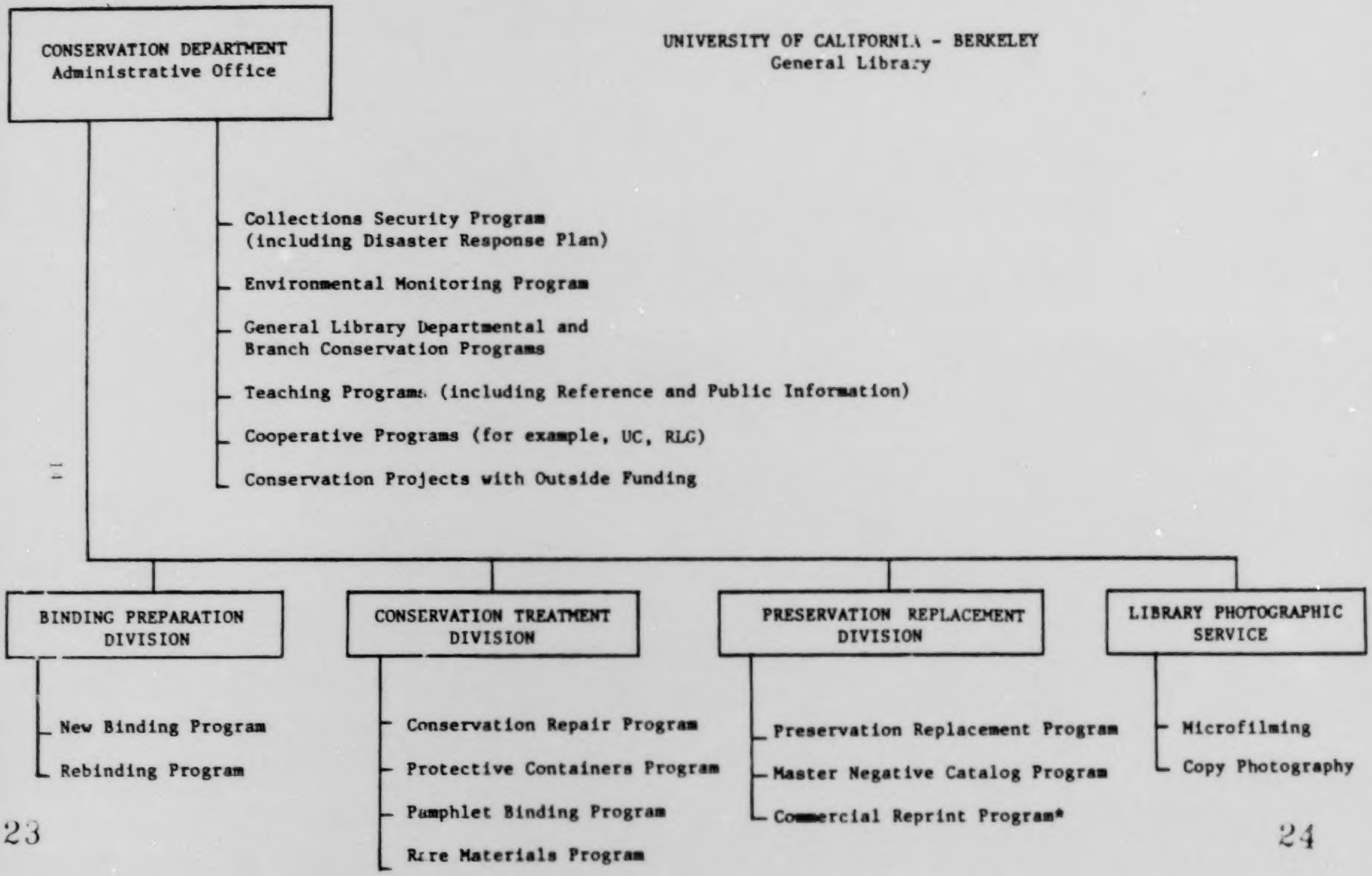
UNIVERSITY OF CALIFORNIA - BERKELEY
General Library



- **CONSERVATION DEPARTMENT** Administrative Office
  - Collections Security Program (including Disaster Response Plan)
  - Environmental Monitoring Program
  - General Library Departmental and Branch Conservation Programs
  - Teaching Programs (including Reference and Public Information)
  - Cooperative Programs (for example, UC, RLG)
  - Conservation Projects with Outside Funding
  - **BINDING PREPARATION DIVISION**
    - New Binding Program
    - Rebinding Program
  - **CONSERVATION TREATMENT DIVISION**
    - Conservation Repair Program
    - Protective Containers Program
    - Pamphlet Binding Program
    - Rare Materials Program
  - **PRESERVATION REPLACEMENT DIVISION**
    - Preservation Replacement Program
    - Master Negative Catalog Program
    - Commercial Reprint Program*
  - **LIBRARY PHOTOGRAPHIC SERVICE**
    - Microfilming
    - Copy Photography

*not yet implemented

1984

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THE JOSEPH REGENSTEIN LIBRARY
1100 EAST 57TH STREET
CHICAGO · ILLINOIS 60637

25 January 1985

Ms. Myra Jo Moon
Preservation Librarian
Colorado State University Library
Fort Collins, Colorado 80523

Dear Ms. Moon:

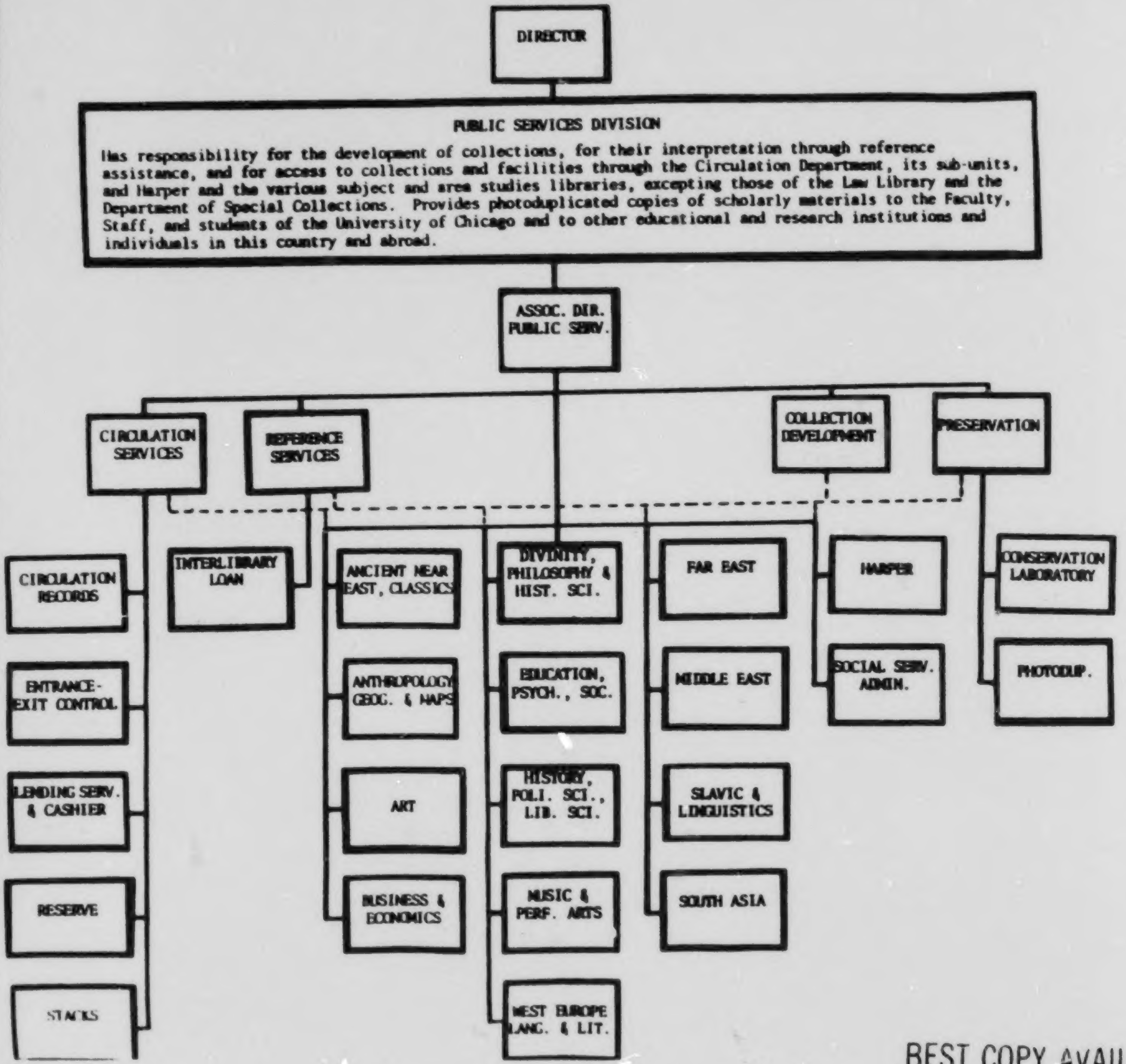
I am enclosing three documents:

- The new organization charts for Public Services Division and the University Library.
- Report of the Sub-Committee on the Preservation of Library Materials (to the Committee on Collection Development), March 15, 1977.
- Report to the Director from the Committee to Define the Duties of the Conservation Officer, 10 April 1984.
- Position description for the Preservation Officer.

Placement of the Preservation Department in a reporting relationship to the Director or the Associate Director for Public Services is discussed on pages 4 and 5 of the April 1984 document. The arguments for and against either are presented there. The Director's decision was to assign the division to the Public Services Division where the Head of Collection Development and the majority of the bibliographic staff are located.

Howard Dillon

Howard Dillon
Associate Director for
Public Services


DIRECTOR
PUBLIC SERVICES DIVISION
ASSOC. DIR. PUBLIC SERV.
CIRCULATION SERVICES
REFERENCE SERVICES
COLLECTION DEVELOPMENT
PRESERVATION
CIRCULATION RECORDS
ENTRANCE-EXIT CONTROL
LENDING SERV. & CASHIER
RESERVE
STACKS
INTERLIBRARY LOAN
ANCIENT NEAR EAST, CLASSICS
ANTHROPOLOGY GEOG. & MAPS
ART
BUSINESS & ECONOMICS
DIVINITY, PHILOSOPHY & HIST. SCI.
EDUCATION, PSYCH., SOC.
HISTORY, POLI. SCI., LIB. SCI.
MUSIC & PERF. ARTS
WEST EUROPE LANG. & LIT.
FAR EAST
MIDDLE EAST
SLAVIC & LINGUISTICS
SOUTH ASIA
HARPER
SOCIAL SERV. ADMIN.
CONSERVATION LABORATORY
PHOTODUP.

PUBLIC SERVICES DIVISION

Has responsibility for the development of collections, for their interpretation through reference assistance, and for access to collections and facilities through the Circulation Department, its sub-units, and Harper and the various subject and area studies libraries, excepting those of the Law Library and the Department of Special Collections. Provides photoduplicated copies of scholarly materials to the Faculty, Staff, and students of the University of Chicago and to other educational and research institutions and individuals in this country and abroad.

Organization Chart --
Public Services
Division
January, 1985

BEST COPY AVAILABLE

June 7, 1984

TITLE: Preservation Officer

DIVISION: Public Services

CLASSIFICATION: Level III

SUMMARY OF RESPONSIBILITY:

Responsible for developing, implementing and directing the Library's policies and programs to preserve the collections. The Preservation Officer will establish an active program of staff and user education to preservation needs, through preventive measures, and through treatment of damaged or deteriorating materials. Broad management duties involve policy development and recommendation to appropriate officers of the Library, budgeting for both the supervised units and for programs that are necessarily inter-departmental or interdivisional, coordination and monitoring of programs that involve the Library's bibliographers and direct supervision of staff assigned to the preservation unit.

MAJOR DUTIES AND RESPONSIBILITIES:

The Preservation Officer is concerned with the Library's collections of print materials, incoming book and serial codex volumes, cartographic materials, etc., and non-print materials, incouding microforms, audiovisual materials, machine-readable data files, etc., and has primary responsibility to:

- Develop and continually evaluate preservation policies for the Library.
- Prepare, justify, and manage budgets for staff, equipment, supplies, contracted services (e.g., binding), and other programs and responsibilities assigned to the Preservation Officer.
- Act as the Library's resource person, consulting within the Library on all matters relating to preservation of the collections.
- Communicate with faculty, students, and library colleagues concerning the problem of preserving library materials, the Library's goal to do so, programs undertaken by the Library to that end, and the ways in which users and staff can assist in preserving library materials.
- Review and evaluate the condition of the collections, issue reports, and formulate policy recommendations based on the evaluations.
- Develop and implement programs to preserve library materials through improved environment and handling, and to treat selected materials which are now damaged, deteriorating, or judged to warrant special preventive care.
- Coordinate and integrate Photoduplication Department activities with preservation activities of other departments.

- Seek funds for preservation programs from organizations, foundations, and individuals in coordination with the Director of the Library and other University Officials.

- Establish and monitor standards and specifications for vended services that affect the preservation of the library collections.

- Coordinate all efforts throughout the Library which concern the preservation of the library collections through preventive measures and the treatment of individual pieces.

- Monitor the handling of library materials and the functioning of the physical facilities to ensure that good practices are followed with respect to the preservation of the collections.

- Monitor, report on, and give advice on such aspects of the Library's preservation program as building design and environmental control, including (heating and water pipes, temperature and humidity, sunlight, artificial light (UVL), storage facilities, book handling equipment (shelving, trucks, drops), disaster preparedness, public and staff information about preservation, public photocopy machines and their use, security, etc.

- Supervise and train the conservation unit staff. The activities of this staff will include:

    a. Deacidification
    b. Binding/Rebinding
    c. Refurbishing
    d. Fumigation
    e. Repair
    f. Replacement in alternative formats, e.g., microformats or other facsimilies

- Coordinate with binders and other suppliers of preservation services, e.g., library movers and warehouses, or cold storage plants to freeze materials following disasters.

- Coordinate with bibliographers and other library staff.

- Coordinate and monitor with reprinters and other publishers regarding their requests to borrow or use library materials.

QUALIFICATIONS:

The Preservation Officer must demonstrate the ability to manage all aspects of a developing preservation program in a large research Library. MLS from an accredited library school preferred. Supervisory, administrative, or managerial experience in an academic or research library preferred.

REPORT TO THE DIRECTOR

from the

COMMITTEE TO DEFINE THE DUTIES OF THE CONSERVATION OFFICER

10 April 1984

The University of Chicago Library

THE UNIVERSITY OF CHICAGO
THE JOSEPH REGENSTEIN LIBRARY
1100 EAST 57TH STREET
CHICAGO · ILLINOIS 60637

10 April 1984

Mr. Martin Runkle, Director
The University of Chicago Library

Dear Mr. Runkle:

The Committee to Define the Duties of the Conservation Officer submits its report and a draft position description with this letter.

Your letter of 2 February named the committee and requested us to "define more precisely the duties and responsibilities of this new position," The committee chairman met individually with each member of the committee and with selected department heads in February. The committee has held five meetings; 28 February, 8, 15, and 29 March, and 10 April. Following the 29 March meeting, the second draft of our report and the third draft of the proposed position description were issued to all bibliographers, departmental librarians, floor coordinators of Regenstein, and members of the Management Council for comment. The report we submit to you represents our careful consideration of the problem you posed, our reflection on the comments received about the drafts, and our collective judgement concerning the duties and responsibilities that should be conferred upon this officer.

Sincerely yours,

Chair

encl

/mu

10 April 1984

TITLE

The title for the position should be Preservation Officer rather than Conservation Officer.

The committee has selected the term "preservation" after reviewing definitions provided in standard encyclopedias and glossaries, and considering the use of terminology in the current literature. We have chosen to follow the ALA Glossary of Library and Information Science (1983) which defines "preservation" as "The activities associated with maintaining library and archival materials for use, either in their original physical form or in some other usable way...Preservation tends to include conservation, but also comprehends techniques of partial preservation of the physical object (e.g., a new binding) as well as procedures for the substitution of the original artifact by materials conversion, whereby the intellectual content of the original is at least partially preserved."

According to the ALA glossary, the conservator is "A specialist with advanced training in the arts and sciences related to the theoretical and practical aspects of conservation, who is able to prescribe and undertake various physical and chemical procedures and techniques in order to ensure the preservation of books, manuscripts, records, and other documents, and who adheres to ethical standards established by the profession."

The Encyclopedia of Libraries and Information Science (1978) provides a narrower definition of conservator as, "the person who has sufficient training and experience to make judgements about conservation needs, treatments, and materials, and the skills to carry out individual conservation treatments. The technical training involves three broad areas: the science of materials and structures; the esthetic, historical, and philosophical context in which conservation is carried out; and the craft of actual conservation treatment."

POSITION DESCRIPTION

The committee's recommended position description is appended to this report.

ORGANIZATION

The committee recommends direct supervision of the following library units:

Conservation Unit (JRL 260)

Commercial Rebinding (JRL 262)

Binding Shipment (JRL A-90)

Photoduplication Department (JRL B-70)

Conservation Unit. The committee recommends placing the Conservation Unit located in JRL 260 under the direction of the Preservation Officer. This unit is presently staffed by Shirley Lyon (half-time Conservator of the Collections), Pablo Diaz (full-time), and a clerk (20 hours per week).

Commercial Rebinding. The committee recommends placing the rebinding activities of the Custodian of the Collections (Henry Shultz, 19.5 hours per week) under the direction of the Preservation Officer.

Binding Shipment. We had substantial opinion in favor of an organizational plan that would place the shipment of materials to commercial binders under the Preservation Officer. The first purpose of this recommendation is to allow the Preservation Officer to monitor the materials and instructions sent to any external binder from the various processing units (Serials Binding Preparation, Binding and Labeling, the Law Library, the Far Eastern Collection, Special Collections, the new Crerar Library, and rebinding from the Custodian of the Collections.) The second purpose is to allow the Preservation Officer to monitor a commercial binder's adherence to standards and special instructions as shipments are returned. The monitoring activity may be comprehensive at first, and selective as standards are codified and training programs disseminate information to concerned staff.

To implement this recommendation, the activities conducted in JRL A-90 would be separated from the Binding and Labeling Section of the Cataloging Department and made part of the organization administered by the Preservation Officer. This suggestion has been broached to Judith Nadler who indicated an inclination to support such a recommendation as a means of developing a strengthened program to preserve library materials. (More discussion is needed with concerned persons within the library on the matter of shipments to and from commercial binders that do not pass through JRL A-90. Specifically, this would be materials from the Law Library and from the new Crerar Library.)

The committee recommends keeping binding preparations associated with the departments that have responsibility for the bibliographic records and piece markings. Thus, we recommend that:

o Serials Binding remain with the Serials Department;

- The Binding and Labeling Section of the Cataloging Department remain with that department; and

- The Law Library, Special Collections, and Far Eastern Collection continue to prepare materials to be shipped for commercial binding.

The organizational structure and policies supported by the committee could accommodate a decision either to prepare scientific, technical, and medical periodicals for commercial binding in the Serials Binding Section or in the new Crerar Library.

Photoduplication Department. The committee recommends placing the Photoduplication Department under the direction of the Preservation Officer. While this department is designated as an Auxiliary Enterprise of the University, operated on a separate account, and managed as a cost recovery center, it is administered within the Library by the officer designated by the Director. The committee believes it would be appropriate to attach the Photoduplication Department to the Preservation Officer because:

- The Photoduplication Department has technical knowledge that could be usefully employed by the Preservation Officer in developing preservation programs.

- The Photoduplication Department has responsibility for microfilm masters housed in the vault within the department, and those masters and the vault itself are important elements in a preservation program.

- The handling of library materials during photoduplication is of critical importance in the physical preservation of the original object and should, therefore, be conducted with special attention to that concern.

- Library photoduplication departments are generally regarded as serving to both disseminate and to preserve materials. In the latter instance, the Photoduplication Department has long been identified with preservation programs in connection with the Center for Research Libraries and the American Theological Library Association. Making an explicit organizational connection between the photoduplication services of the Library and its preservation programs seems desirable.

REPORTING

The committee believes that successful execution of the Preservation Officer's role will largely depend on personal qualifications having to do with administration, communication, persuasion, and exhortation. We see this person engaging in studies to identify and document problems; developing preservation programs to be implemented by the Library; constructing and disseminating standards; training staff and educating library users to good practices for preservation of materials; monitoring adherence to standards; directing specific units identified in the Organization section of this report; and promoting interest in preservation and seeking funding for such programs from organizations, foundations, and individuals in coordination with the Director of the Library and other University officials.

The committee believes that preservation programs will have a particularly close relationship to the selection and maintenance of materials for the collections, and that the relationships between the Preservation Officer and the Head of Collection Development and each of the Library's bibliographers and selection officers are significant.

The committee believes that the Preservation Officer should be knowledgeable about the technical aspects of preservation and conservation, but would emphasize developing policies, standards, and specific programs of prevention and treatment as being of greater concern for this position.

In view of these expectations, the committee saw the possible reporting relationship to either the Director of the Library or to the Associate Director for Public Services.

Arguments for reporting to the Director of the Library were:

- The issues of preservation cover most of the areas of library activity from conferring with selectors regarding addition and retention of materials in the collection to the determination of the fire detection and prevention systems to be employed in library facilities. A direct reporting relationship to the Director of the Library would enhance the work of the Preservation Officer in influencing and advising on the preservation aspects of all decisions being made in areas of concern.

- Existing preservation activities are modest. The next few years will see efforts to dramatically increase those activities. The Preservation Officer will need to be perceived as an administrator placed high enough in the organization to marshall the resources such development will require to get the programs started. The highest such designation would be to report to the Director of the Library.

The argument against a reporting relationship to the [illegible]irector was:

- If the reporting relationship to the Director is to be for the initial years while the level of preservation activity is being increased, and the most appropriate long-term reporting relationship is elsewhere within the organization, it may be difficult to "demote" the preservation program after the new level of activity has been stabilized.

Arguments for reporting to the Associate Director for Public Services were:

- The Preservation Officer's role and duties are closely allied to those of the Collection Development Officer. Both will work closely with bibliographers and other selection officers. Therefore, the best long-term organizational relationship would be within the Public Services Division.

- The Associate Director for Public Services is the next highest officer to whom the Preservation Officer could report if a reporting relationship to the Director is not established.

The argument against reporting to the Associate Director for Public Services was:

- Only a direct reporting relationship with the Director will give appropriate recognition to the importance of a strengthened preservation program for this library.

At its final meeting the committee again addressed the matter of the reporting relationship. Opinion remained divided, with the majority favoring a reporting relationship to the Director.

PHYSICAL FACILITIES

The committee is of the view that arrangements of physical space to facilitate the work of the Preservation Officer cannot be planned until the organization of the new unit has been settled, and should not be planned until the Preservation Officer has been appointed in order that that person may initiate and participate in decision making for that purpose.

10 April 1984

TITLE: Preservation Officer

DIVISION:

CLASSIFICATION:

SUMMARY OF RESPONSIBILITY:

Reports to the Director of the Library. Responsible for developing and maintaining the Library's policies and programs to preserve the collections through an active program of staff and user education to preservation needs, through preventive measures, and through treatment of damaged or deteriorating materials. General administrative duties involve policy development and recommendation to appropriate officers of the Library, budgeting for both the supervised units and for programs that are necessarily inter-departmental or inter-divisional, and supervision of staff assigned to the preservation unit.

MAJOR DUTIES AND RESPONSIBILITIES:

A. Administrative

- Develop and continually evaluate preservation policies for the Library.
- Prepare, justify, and manage budgets for staff, equipment, supplies, contracted services (e.g., binding), and other programs and responsibilities assigned to the Preservation Officer.
- Act as the Library's resource person, consulting within the Library on all matters relating to preservation of the collections.
- Communicate with faculty, students, and library colleagues concerning the problem of preserving library materials, the Library's goal to do so, programs undertaken by the Library to that end, and the ways in which users and staff can assist in preserving library materials.
- Review and evaluate the condition of the collections, issue reports, and formulate policy recommendations based on the evaluations.
- Develop and implement programs to preserve library materials through improved environment and handling, and to treat selected materials which are now damaged,

deteriorating, or judged to warrant special preventive care.

- Seek funds for preservation programs from organizations, foundations, and individuals in coordination with the Director of the Library and other University Officials.

- Establish and monitor standards and specifications for vended services that affect the preservation of the library collections.

- Coordinate all efforts throughout the Library which concern the preservation of the library collections through preventive measures and the treatment of individual pieces.

- Monitor the handling of library materials and the functioning of the physical facilities to ensure that good practices are followed with respect to the preservation of the collections.

B. Prevention

- Monitor, report upon, and advise concerning each of the following aspects of the preservation of the library collections:

  1. Building design and environmental controls
     a. Heating/water pipes
     b. Temperature/humidity
     c. Sunlight
     d. Artificial light (UVL)
  2. Storage facilities
  3. Book handling equipment, e.g., shelving/trucks/drops
  4. Disaster preparedness
  5. Public and staff information about preservation
  6. Public photocopy machines and their use
  7. Security

C. Treatment

- Materials falling within the scope of this position are:

1. Print materials, i.e., books, journals, cartographic materials, etc.

2. Non-print materials, i.e., microforms, audio/visual materials, machine readable data files, etc.

- Activities within this area include:

  1. Supervision and training of preservation unit staff

  2. Liaison and coordination with binders and other suppliers of preservation services, e.g., library movers and warehouses, or cold storage plants to freeze materials following disasters.

  3. Liaison with bibliographers and other library staff

  4. Liaison with reprinters and other publishers regarding their requests to borrow or use library materials.

  5. Materials handling through:

     a. Deacidification

     b. Binding/Rebinding

     c. Refurbishing

     d. Fumigation

     e. Repair

     f. Replacement in alternative formats, e.g., microformats or other facsimilies

QUALIFICATIONS:

Education: Formal training in a library preservation program, or equivalent, required. Master's degree from accredited library school preferred.

Experience: Demonstrated planning and administrative abilities required. Good writing and speaking skills required. Supervisory experience in an academic research library preferred.

Columbia University in the City of New York | *New York, N.Y. 10027*

THE LIBRARIES

535 West 114th Street

February 21, 1985

Ms. Irene Godden, Assistant Director
Technical Services
The Library
Colorado State University
Fort Collins, Colorado 80523

Dear Ms. Godden:

I have enclosed what I have on hand concerning preservation's place in the Columbia University Libraries organization scheme. The organization chart is up-to-date. The big change is that we are refocusing and renovating the existing Bindery into a Conservation Laboratory. We are in the process of hiring a Conservator and will make this change in 1985. This change will also necessitate the rewriting of the unit description for the Binding Section. I assume the other unit descriptions will require only minor changes.

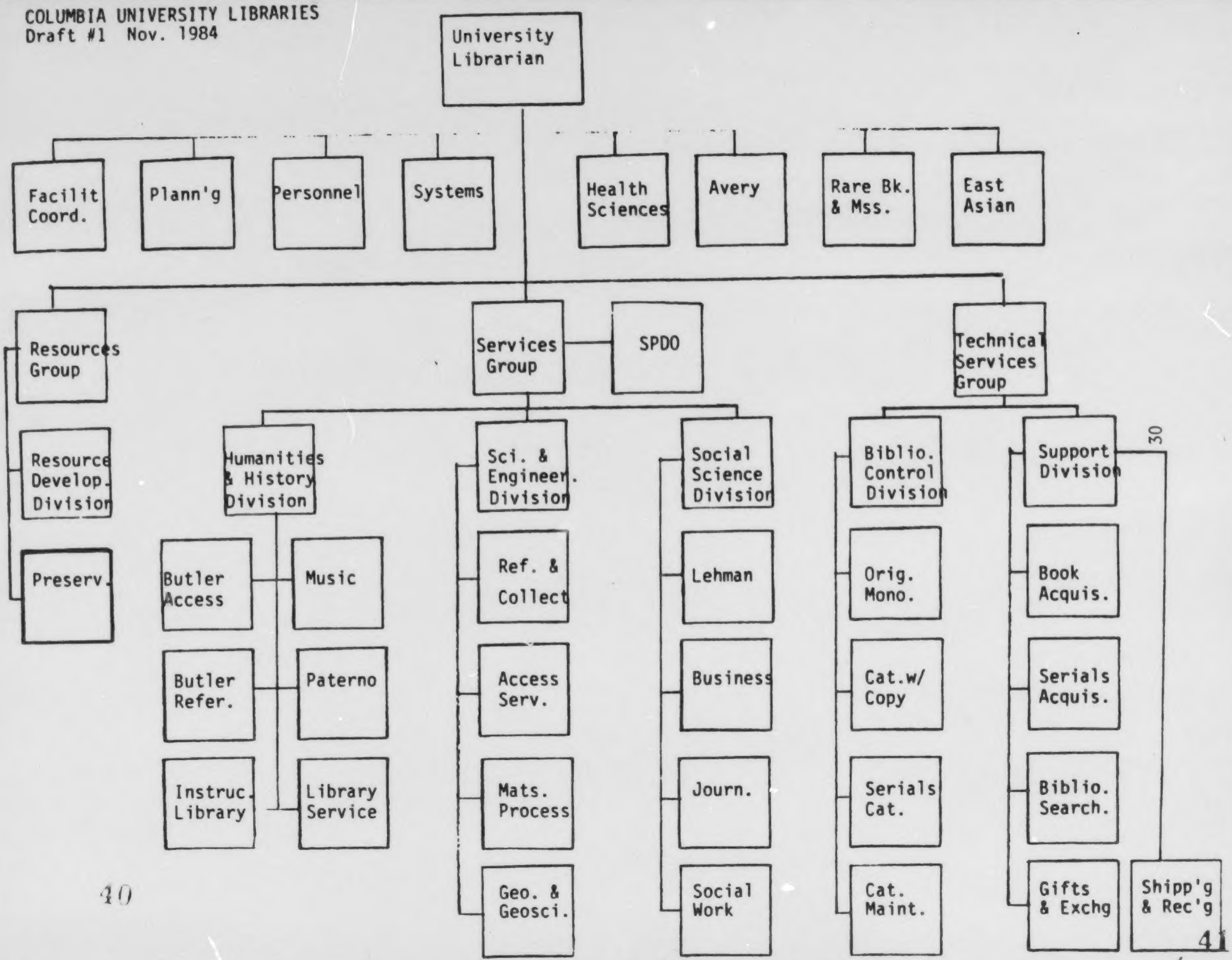
Thank you for including Columbia in your survey. If I can be of further help, let me know.

Sincerely yours,

Sherry Byrne

Sherry Byrne, Acting Head
Preservation Department
110 Butler Library
(212) 280-2223

COLUMBIA UNIVERSITY LIBRARIES
Draft #1 Nov. 1984


University Librarian
Facilit Coord.
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Personnel
Systems
Health Sciences
Avery
Rare Bk. & Mss.
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Resources Group
Resource Develop. Division
Preserv.
Services Group
SPDO
Humanities & History Division
Butler Access
Music
Butler Refer.
Paterno
Instruc. Library
Library Service
Sci. & Engineer. Division
Ref. & Collect
Access Serv.
Mats. Process
Geo. & Geosci.
Social Science Division
Lehman
Business
Journ.
Social Work
Technical Services Group
Biblio. Control Division
Orig. Mono.
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Cat. Maint.
Support Division
Book Acquis.
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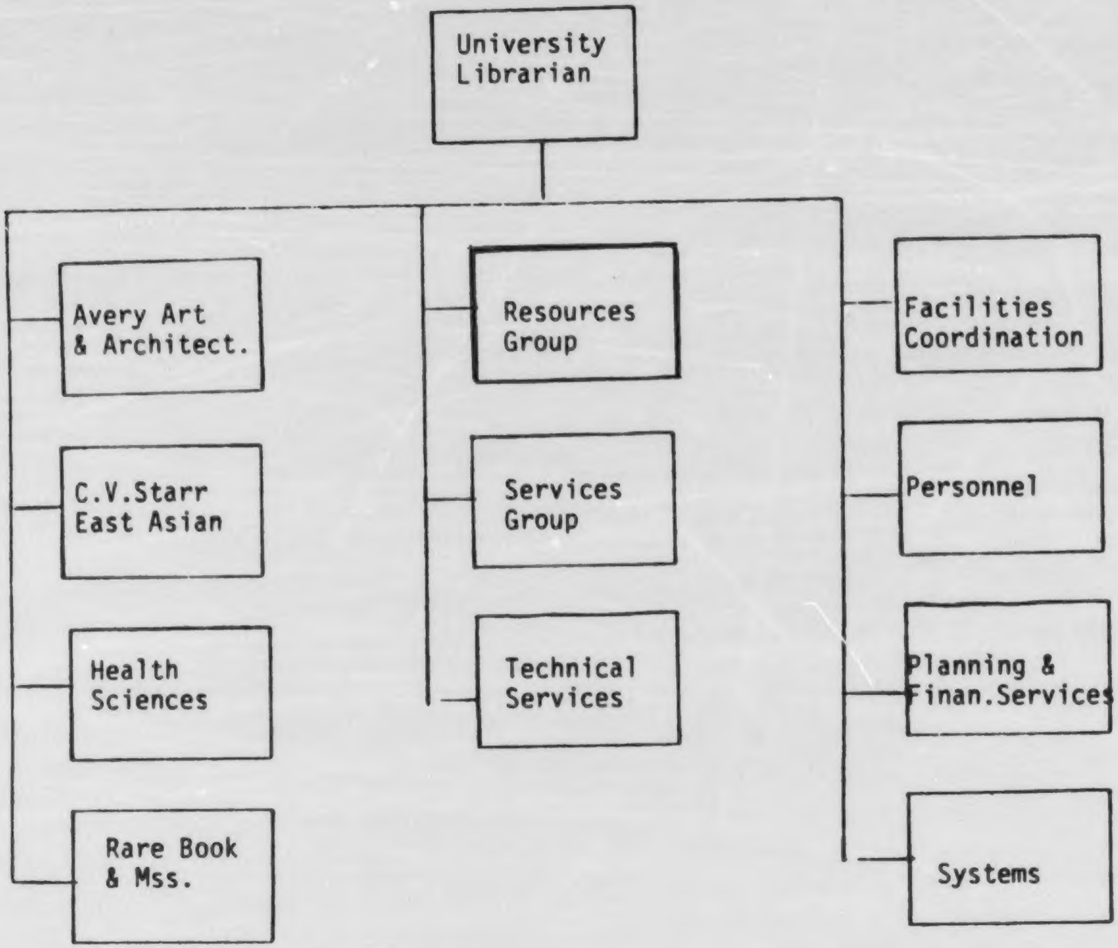
University Librarian
Avery Art & Architect.
C.V.Starr East Asian
Health Sciences
Rare Book & Mss.
Resources Group
Services Group
Technical Services
Facilities Coordination
Personnel
Planning & Finan.Services
Systems

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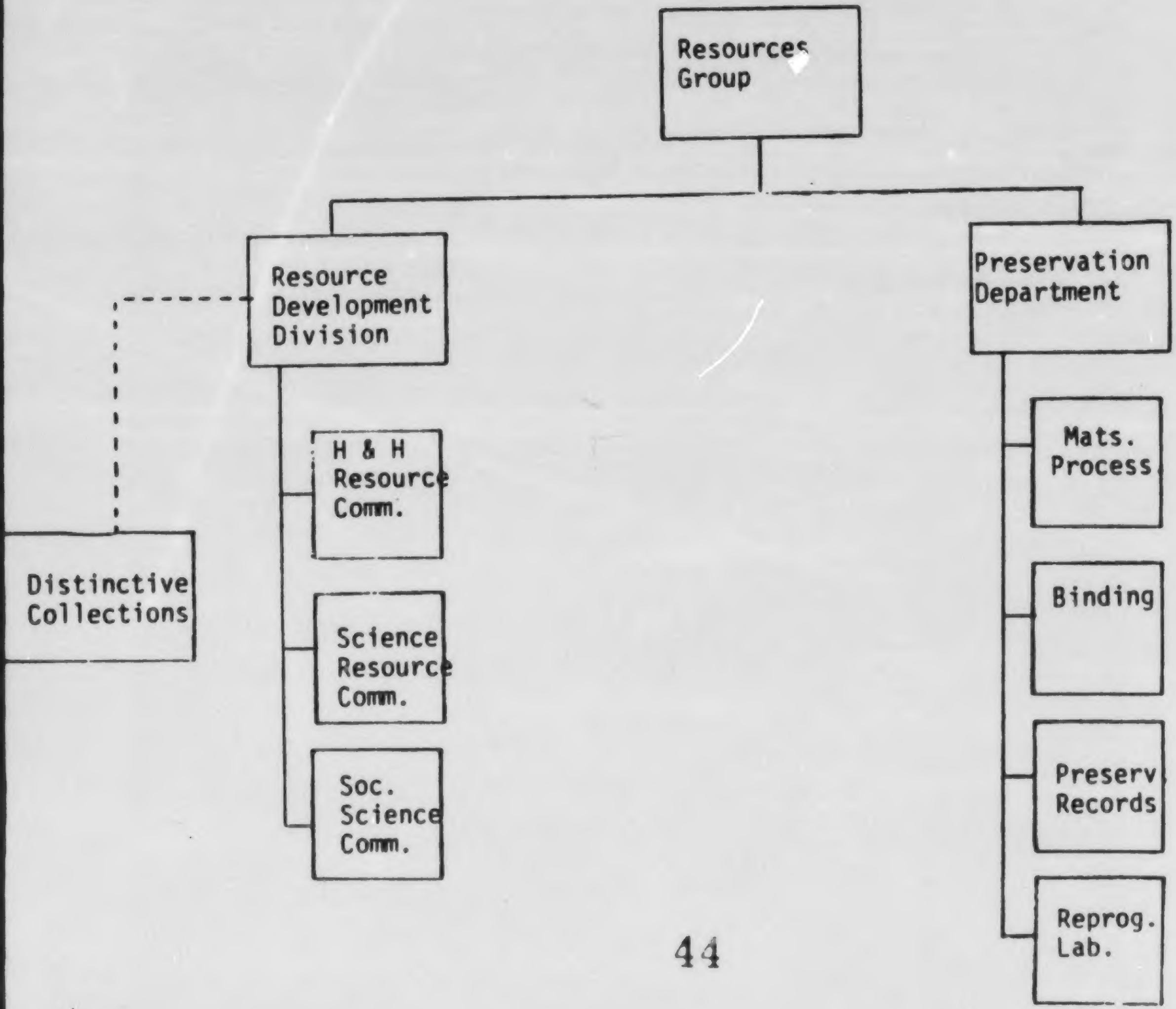
RESOURCES GROUP


Resources Group
Resource Development Division
Preservation Department
Distinctive Collections
H & H Resource Comm.
Science Resource Comm.
Soc. Science Comm.
Mats. Process
Binding
Preserv Records
Reprog. Lab.

Unit Name: Preservation Department

Principal Administrator: Head, Preservation Department

Parent Unit: Library Resources Group

Sub-Units: Materials Processing Section
Binding Section
Preservation Records Office
Reprography Laboratory

Role: To preserve the collections of the Columbia University Libararies by providing the expertise and services necessary for the care and maintenance of the collections and ensuring access and their continueing availability for use.

Objectives:

1. Improve the operation of all library units relying on the Preservation Department by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the greatest possible use of materials and improve access through proper preservation and maintenance of materials as well as through advising and educating selection officers, service librarians and support staff.

3. Facilitate research and dissemination of information by providing reprographic services to preserve the Libraries' collections and on patron demand, by providing binding and physical treatments, and by the physical preparation of materials.

Functions

1. Initiate, plan, advise on and implement policies, standards, systems and procedures relating to the care and preservation of library materials throughout the library system in the context of University needs and national developments.

2. Provide complete in-house reprographic services including microfilming and photography.

3. Provide in-house rebinding and repair services.

4. Coordinate and monitor economical and high quality commercial binding services.

5. Prepare library materials for use by stamping, plating, pocketing, labeling, and security treatment.

6. Coordinate and manage the Libraries' preservation microfilming program.

Unit Name: Preservation Records Office

Principal Administrator: Preservation Records Librarian

Parent Unit: Preservation Department

Role: To preserve library materials and improve access to the collections by coordinating and managing the in-house preservation microfilming program and by processing patron requests for reprographic services.

Objectives:

1. Improve the operation of all library units relying on the Preservation Records office by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the greatest possible use of the libraries collections and improve access to materials by providing bibliographic support for preservation microfilming, and by processing customer requests for reprographic services.

3. Maintain the workflow for preservation microfilming by assisting and participating in the decision-making process necessary to identify materials for preservation.

Functions:

1. Identify library materials suitable for filming; search bibliographic tools for available microform replacements; queue titles in RLIN to indicate intention to film.

2. Prepare materials for microfilming by collating, borrowing missing pages or volumes to complete bibliographic units, targeting, and making materials camera-ready.

3. Receive, monitor, invoice customer orders for microfilm and photography provided by the Reprography Laboratory.

4. Coordinate bibliographic preparation and shipment of materials for filming by outside agents.

5. Advise and assist library selection officers in the identification of library materials suitable for preservation.

6. Keep abreast of current developments and trends in preservation microfilming.

Key Working Relationships - Internal

- Cataloging units
- Acquisitions units
- Library units

Performance and Evaluative Criteria

- Quality of technical work
- Satisfaction of library units relying on the Binding Section

Unit Name: Binding Section

Principal Administrator: Supervisor, Binding Section

Parent Unit: Preservation Department

Role: To provide in-house binding and repair services necessary to maintain and preserve the collection.

1. Improve the operation of all library units relying on the Binding Section by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the greatest possible use of the libraries collections and improve access to materials by providing in-house physical treatment options.

3. Provide maintenance and physical treatments that protect and prolong the useful life of library materials.

Functions:

1. Provide in-house rebinding, preservation, protection and repair services.

2. Review of material sent for treatment and evaluation of treatment selection for suitability.

3. Maintenance and care of binding equipment on a day-to-day basis.

4. Selection and ordering of supplies.

5. Consult with and advise library units about selecting proper physical treatment procedures and their implementation.

6. Keeping abreast of current developments and the latest techniques available in the field.

Key Working Relationships - Internal

- Materials Processing Section
- Library units

Key Working Relationships - External

- Supply and equipment vendors

Reports

- Monthly statistics
- Quarterly and annual reports

- Commercial library binders
- Supply and equipment vendors

Reports:

- Binding invoice payment (bi-monthly)
- Monthly statistics
- Quarterly and annual reports

Performance and Evaluative Criteria:

- Satisfaction of library units relying on Materials Processing services
- Efficiency in production and accuracy of records
- Adherence to Library Binding Institute standards

Unit Name: Materials Processing Section

Principal Administrator: Supervisor, Materials Processing Section

Parent Unit: Preservation Department

Role: To provide shelf processing services necessary to prepare materials for use. To coordinate commercial binding activities.

Objectives:

1. Improve the operation of all library units relying on the Materials Processing Section by providing efficient and economic service and by participating in the establishment of policies which further such service.

2. Facilitate the greatest possible use of the libraries collections and improve access to materials by providing a wide range of commercial binding options.

3. Provide binding treatments based on sound principles that prevent damage and prolong the useful life of library materials.

Functions:

1. Prepare library materials for use by book plating, stamping, pocketing, labeling and security treatment.

2. Coordinate ativities involving commercial binders, including sending, receiving, record keeping, invoice processing and quality control.

3. Review of material sent for processing and evaluation of treatment selection for suitability.

4. Review finished materials and distribute for delivery to library units.

5. Consult with and advise library units about policies and procedures pertaining to processing and binding.

6. Keep abreast of current developments in the field of book processing and commercial binding.

7. Advise of the purchase of equipment and supplies needed for book processing.

Key Working Relationships - Internal:

- Cataloging units
- Library units
- Binding Section

Key Working Relationships - External:

7. Coordinate the Libraries' relationships with reprint publishers.

8. Identify and discourage policies and practices harmful to library materials.

9. Advise and recommend improvements to environmental control systems.

10. Advise and assist in recovery of materials form disaster conditions.

11. Educate and train Libraries' staff to meet their preservation responsibilities.

12. Keep abreast of current developments in the field.

Key Working Relationships - Internal

- Cataloging units
- Library units
- Resources Groups (Bibliographers and selection officers)
- Planning & Financial Services
- ILL

Key Working Relationships - External

- Faculty and library users
- Commercial binders
- Filming agents
- Equipment and supply vendors

Reports

- Quarterly and annual reports

Performance and Evaluative Criteria

- Satisfaction of library units and users relying of the Preservation Deparment
- Accurcy of records
- Quality of technical work
- Adherence to established standards, guidelines and practices

Unit Name: Reprography Laboratory

Principal Administrator: Supervisor, Reprography Laboratory

Parent Unit: Preservation Department

Role: To preserve library materials and to improve access to library collections by providing complete inhouse reprographic services.

Objectives:

1. Improve the operation of all library units relying on the Reprography Laboratory by providing efficient, economical, and high quality service and by participating in the establishment of policies which further such service.

2. Facilitate the greatest possible use of the libraries collections and improve access to materials by providing a wide range of reprographic services including microfilming and photography.

3. Preserve the intellectual content of deteriorated material through reproduction methods.

Functions:

1. Provide preservation microform services for deteriorated materials in all library units.

2. Provide archival quality filming, processing and storage of preservation master negative microforms.

3. Provide high quality microfilming and photography to patrons and institutions on demand in a timely manner.

4. Care and maintenance on a day-to-day basis of specialized equipment needed for reprographic processes.

5. Selection and ordering of equipment and supplies.

6. Advising on budget and monitoring of contract purchases and service contracts.

7. Provide technical advisory services in micrographics, photography, and audio visual production to the Libraries and Libraries' users.

8. Coordinate and monitor activities involving contracting outside microform services including the selection of a vendor, quality control, and invoicing.

9. Provide statistics, estimates and technical data concerning microform production for preservation grant proposals and projects.

10. Keep abreast of new technologies and current develoments in

- Resources (bibliographers and selection officers)
- ILL

Key Working Relationships - External

- Outside filming agents
- Faculty and students

Reports

- Monthly statistics
- Quarterly and annual reports

Performance and Evaluative Criteria

- Satisfaction of library units and patrons relying of the Preservation Records Office
- Efficiency in production and accuracy of records
- Adherence to LC Specifications and RLG guidelines for microfilming.

the field of Reprography.

Key Working Relationships - Internal:

- Preservation Records Office
- Library units, especially Rare Books & MSS, and Avery Library that provide material to fill microform and photographic orders

Key Working Relationships - External:

- Library patrons requesting microfilm and photography services
- Microfilm service bureaus
- Equipment and supply vendors

Reports:

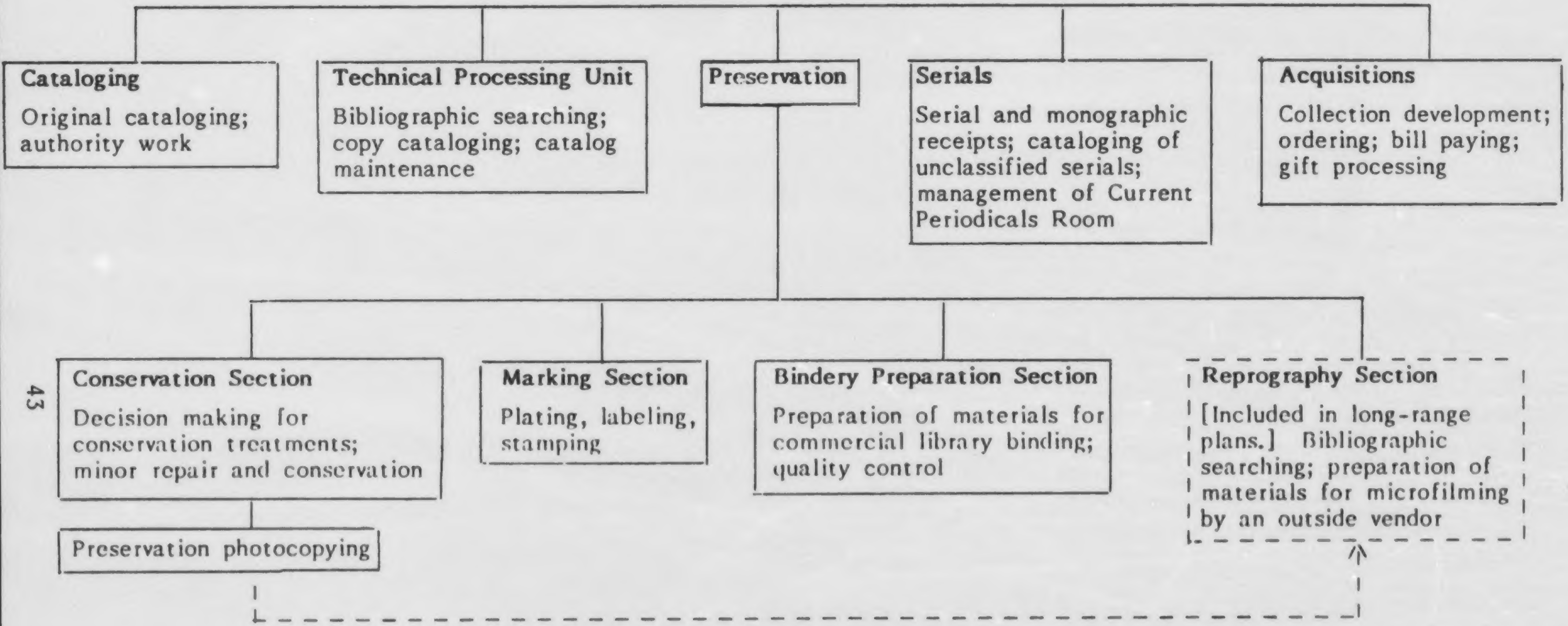
- Monthly statistics
- Quarterly and annual reports

Performance and Evaluation Criteria:

- Satisfaction of library units and patrons relying on reprographic services
- Efficiency in production and accuracy of records
- Archival quality technical work in accordance with ANSI standards, LC Specifications, and AIIM and RLG guidelines.

ORGANIZATIONAL CHART FOR PRESERVATION DEPARTMENT
HOMER BABBIDGE LIBRARY, UNIVERSITY OF CONNECTICUT

TECHNICAL SERVICES DIVISION



Cataloging
Original cataloging; authority work

Technical Processing Unit
Bibliographic searching; copy cataloging; catalog maintenance

Preservation

Serials
Serial and monographic receipts; cataloging of unclassified serials; management of Current Periodicals Room

Acquisitions
Collection development; ordering; bill paying; gift processing

Conservation Section
Decision making for conservation treatments; minor repair and conservation

Preservation photocopying

Marking Section
Plating, labeling, stamping

Bindery Preparation Section
Preparation of materials for commercial library binding; quality control

Reprography Section
[Included in long-range plans.] Bibliographic searching; preparation of materials for microfilming by an outside vendor

March 1985

PRESERVATION PROGRAM DEVELOPMENT AT THE UNIVERSITY OF CONNECTICUT LIBRARIES:

A CHRONOLOGY

1977 - First report is issued by Supervisor of Mending/Marking Section of Bindery Department. Evaluates in-house repair and commercial library binding policies; recommends major policy and procedural changes.

1978 - Report is issued by Supervisor of Mending/Marking Section of Processing Department (formerly Bindery Department) in response to an administrative call for planning documents related to moving the main library collections into a new building. Recommendations are made with regard to in-house mending policies and procedures, commercial library binding policies; environmental control (lighting, temperature, humidity, housekeeping), shelving, and design of photocopy machines and book drops.

1979 - Selected department heads are surveyed by Assistant University Librarian for Technical Services to solicit information and opinions regarding conservation needs at the University of Connecticut Libraries. The purpose is to gather background material in preparation for planning a formal conservation program. Survey questions: "What conservation/preservation activities are presently performed in your department?" "What conservation/preservation needs are unmet, why are these services needed, and why are they unmet?" "What would you perceive as the major responsibilities of a conservation/preservation unit? If a unit were established, where should it be fitted into the organizational structure?"

Supervisor of Mending/Marking Section is awarded a National Endowment for the Humanities fellowship that funds a 6-month internship in conservation and preservation at the Yale University Libraries.

Assistant Director for Technical Services issues a draft proposal for a preservation program for the University of Connecticut Libraries. Proposal includes a statement of needs and defines the role of a preservation officer. Staffing and budgetary issues are addressed.

1980 - Assistant University Librarian for Technical Services issues a formal proposal for establishment of a preservation program. Supervisor of Mending/Marking receives project assignment and begins preservation needs assessment and long-range planning process. Reports directly to Assistant University Librarian for Technical Services.

1981 - "Conservation and Preservation of Library Materials at the University of Connecticut Libraries: A Proposal" is submitted to library administration and subsequently approved. Report makes specific recommendations for short and long range preservation program development, with major emphasis on in-house repair/conservation, commercial library binding, reproduction of brittle and mutilated materials, environmental control, staff and user education, and outreach.

Preservation Officer is appointed, and a Preservation Office established as part of the Acquisitions Department (which is responsible for both collection development and ordering).

1984 - Associate University Librarian for Technical Services issues report that reviews preservation program activities (accomplishments, needs) and recommends an expanded staff and reorganization of the Technical Services Division to create a Preservation Department within the division. It is decided that the advantages gained by the administrative link between preservation and collection development will be sacrificed to the importance of giving the Preservation Office departmental status.

1985 - A preservation department is established in the Technical Services Division, Homer Babbidge Library, University of Connecticut.

THE HOMER BABBIDGE LIBRARY, UNIVERSITY OF CONNECTICUT

JOB TITLE: Conservation Technician/Preservation Department

Under the general direction of the Head of the Preservation Department, the Conservation Technician is responsible for the day-to-day operation of the Conservation Section, and for executing a wide range of conservation treatment procedures.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES:

1. Supervisory:

Interviews, hires, trains, supervises, and evaluates student assistants and volunteers in the Conservation Section. Trains and supervises staff members who have been selected to work in the Conservation Section through the Library's staff sharing program. Determines priorities and assigns work.

2. Technical:

Maintains a current awareness of conservation principles and practices as they apply to library materials.

Assesses the physical characteristics of bound and unbound library materials to determine the best method of protecting, repairing, reproducing, or restoring them.

Performs a wide variety of conservation treatment procedures, including: cleaning, deacidifying, repairing, mounting, and encapsulating maps, documents, and other flat paper items; hinging and matting prints, drawings, and documents; cleaning, rebacking, and recasing bound volumes; full case binding; and constructing a variety of custom-made protective enclosures.

Provides technical support for the Library's exhibits program as appropriate.

3. Communication:

Establishes and maintains regular communication with staff from other library departments who are responsible for collection development and maintenance, in order to evaluate conservation needs, determine priorities, and regulate work flow.

Maintains regular communication with all sections of the Preservation Department to ensure that the Conservation Section supports and complements other departmental activities.

4. Policy:

Participates in the development of departmental policies in response to the needs and priorities of the Library.

Resolves problems involving interpretation of conservation policies and procedures; identifies and proposes solutions to policy and procedure related problems.

5. Planning, Organization, and Documentation

Prepares and monitors annual supply and personnel budgets for the Conservation Section.

Maintains a current awareness of recommended conservation supplies and equipment; orders all supplies and equipment; tests supplies to verify their adherence to specifications and advertisers' claims; keeps an accurate inventory of all supplies and tools.

Maintains records and statistics to reflect productivity, work flow, and the nature of the conservation program.

Organizes and maintains the physical space occupied by the Conservation Section so that work can be carried out efficiently.

QUALIFICATIONS:

Required:

1. Bachelor's degree.
2. At least one to three years of conservation training in a recognized facility.
3. Demonstrated supervisory skills, including ability to teach others and to organize and direct work flow.
4. Knowledge of conservation principles and practices as they apply to the treatment of research library materials.
5. Strong interpersonal skills, including the ability to communicate effectively both orally and in writing.

Desirable:

1. Conservation related work experience in a research or special library.
2. Academic background in a subject area relating directly to conservation of library materials.

CUL CONSERVATION COMMITTEE

CHARGE

The CUL Conservation Committee is to advise the University Librarian on policies and programs relating to the conservation of the libraries' holdings and to assist in their implementation.

1) The committee shall review the current status of standard CUL procedures which have major implication for the conservation of our collections. Areas of interest include:
    a. current bindery practices
    b. gift evaluation procedures
    c. replacement procedures for books and serials which are brittle, marked or vandalized
    d. local and interlibrary loan procedures with preservation implications
    e. conservation reprography policies, procedures and standards
    f. security procedures and problems
    g. housekeeping and funigation procedures
    h. display procedures
    i. collection development responsibilities for library conservation literature
    j. promotion of staff awareness of conservation issues

2) Based upon a thorough review of both current CUL practices and conservation activities elsewhere, the committee will make recommendations to the University Librarian on the structure for a CUL conservation program. Such recommendations should examine the advisability of the creation of a conservation unit in the libraries and specify the duties and responsibilities of such a unit and its interrelationship with current CUL conservation efforts. This review should be completed as soon as possible.

3) Prior to the establishment of CUL conservation unit the committee will:
    a. have substantial input into initial facilities planning and review plans and blueprints for all new library construction or the renovation of existing structures

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b. seek solutions to short term conservation problems within CUL

c. make recommendations for the optimum allocation of existing conservation funding

d. advise the University Librarian regarding CUL participation in any cooperative library conservation training activites

e. advise University Librarian regarding any other issues or procedures with conservation implications

4) A subcommittee on library security will study security problems system-wide and make policy recommendations, including the development of a CUL policy statement on security. The subcommittee will be available for consultation on security problems.

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ELEMENTS OF A CONSERVATION PROGRAM FOR CORNELL UNIVERSITY LIBRARIES

INTRODUCTION

The CUL Conservation Committee recommends that the University Libraries undertake without delay a comprehensive conservation program. Until recently there has been little action at rese universities, including Cornell, aimed at preserving their lib collections. One explanation is that libraries have been so concerned to build collections that the responsibility to preserve what they have already acquired has been overlooked. Stressing current use and access, libraries have jeopardized the future use of millions of volumes now deteriorating on the shelves or being carelessly used.

The Committee's recommendation proceeds from two assumptions: first, that the conservation of research collections is good and necessary; second, that the deterrents to conservation have been lack of funds and uncertainty about the design of a comprehensive program. We have not known quite what to do or how to go about it, and there has been no money anyway.

Recently, the Conservation Committee has made substantial progress in identifying conservation goals and avenues for pursuing them. It is now time to proceed with the actual work of conservation. This requires organization and budget allocations. We need a formal structure for conservation activities within the Libraries; we need staf with sufficient authority to initiate action and carry through, and we need a budget to conserve those library materials on which we have already spent money to collect, describe, circulate, and store. The CUL Conservation Committee recommends the comprehensive conservation program along the lines sketched below.

ELEMENTS OF A CONSERVATION PROGRAM

Conservation activities should together constitute a comprehensive program, including:

1. Plans, policies, procedures and guidelines for conservation;
2. Specifications for environmental controls and their monitoring, and review of plans for new library construction,
3. Techniques and procedures for minor repair, conservation treatment, and information conservation,
4. Specifications for commercial binding and liaison with vendor holding commercial binding contract.

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5. Preparation of salvage, reclamation and restoration procedures in the event of a natural disaster or accident;

6. Suggested policies for circulation and interlibrary loan;

7. Goals and procedures for library security;

8. Creation and review of conservation grant proposals;

9. Development and coordination of education programs for library users and staff;

10. Measurement and evaluation of collection conditions, treatments and costs;

11. Fund raising and external relations

ORGANIZATION

It is important to understand that conservation is fundamentally an element of collection development and management.

To treat severely damaged books by restoring or reformatting them is a collection development decision, since, left alone, a deteriorating item will eventually turn to dust. Thus the decision to treat is effectively a decision to have or not to have an item in one's library, and this decision is the responsibility of bibliographers and curators.

To maintain books in a way that maximizes their useful lives requires attention to the physical disposition of books on the shelves, careful environmental control, book repair and the development of sound security procedures. These are the responsibility of the stacks maintenance unit or are logically related to it.

A comprehensive program requires someone to coordinate treatment decisions and to facilitate book maintenance across the campus. It is the recommendation of the Conservation Committee that an individual be hired for this purpose. The individual should be a seasoned conservation officer with a proven record of attracting outside funds for conservation. She/he should have demonstrated the ability to plan and develop a comprehensive program for a major research library. Formal training in the techniques of book conservation is an important qualification, but demonstrated ability to plan, implement and administer a comprehensive conservation program is equally important. The CUL Conservation Committee will serve as an advisory group for the conservation officer.

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DUTIES OF THE CONSERVATION OFFICER WILL BE:

1. to recommend conservation policies;

2. to coordinate and/or supervise activities including collection maintenance, material preparation, and conservation treatment activities;

3. to determine standards for conservtion treatment and routine repairs;

4. to develop techniques and procedures for conservation treatment and routine repair;

5. to train staff;

6. to recommend commercial binding specifications; and book marking procedures;

7. to serve as a member of a conservation committee;

8. to serve as the libraries liaison with conservation organization and other libraries' programs and represent Cornell on the RLG Conservation Committee;

9. to serve as liaison with college and department librarians;

10. to evaluate CUL need for a conservation facility;

11. to write conservation grants.

THE CONSERVATION PROGRAM WILL HAVE FOUR ELEMENTS:

COLLECTION MAINTENANCE ACTIVITIES

1. surveying to determine the condition of the collections;

2. coordinating a system-wide furbishing project;

3. monitoring environmental conditions in the Libraries;

4. performing minor book repair;

5. maintaining disaster preparedness;

6. establishing security precautions and procedures;

7. reviewing plans for new library construction to insure that they will optimally protect collections they house;

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8. establishing conservationally sound exhibit practices.

9. training library staff and users in the proper handling and use of library materials.

CONSERVATION TREATMENT ACTIVITIES:

1. screening volumes for commercial rebinding;

2. rebinding items too fragile or valuable to be commercially rebound or less expensively rebound in-house;

3. binding single-signature pamphlets and items with unusual formats;

4. establishing techniques and procedures of repair, recasing, rebinding, protective encasement, deacidificatin, and paper repair.

INFORMATION CONSERVATION ACTIVITIES

1. deciding whether to reformat or withdraw;

2. searching for commercially available out-of-print, reprint, photocopy or microform copy of deteriorated items;

3. supervising in-house conservation reprography;

4. reporting microform masters generated in-house;

5. maintaining microform equipment.

MATERIAL PREPARATION ACTIVITIES

1. preparing of serials and paperback books for commercial binding;

2. coordinating of procedures with departmental libraries;

3. maintaining routine contact with commercial bindery;

4. keeping records of bindery expenditures.

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These four conservation activities do not imply any particular library organization. An activity can involve the work of a single person or the collective effort of a group. For example, whereas a single person in a departmental library may, among other things, be responsible for collection maintenance, in Olin Library this will be the primary job of a number of staff. Some conservation activities in the CUL's conservation program, such as collection maintenance, will doubtless be decentralized, while others, such as conservation treatment, will be more or less centralized. Methodology and standards for each activity will be developed or reviewed by the conservation officer in consultation with the conservation committee and presented to the library administration for review and implementation.

Items that are seriously deteriorated must enter a decision-making process for long-term retention--to determine if they should be withdrawn, restored or reformatted. Since this is an expensive process, only seriously deteriorated items will be examined for this purpose. Everything else will be routinely repaired. If a book's paper is very brittle, for example, the following questions will need to be asked: Should this item be kept in the collection? How is it used? How often is it used? Does it have value as an artifact? Does it need to be in hard copy format? Is a commercial reprint/microfilm available? Has another library filmed it? Should this library produce a microfilm or xerox copy? These questions will be answered through cooperation between the conservation officer and the subject specialist, with the support of a trained searcher. It is important to have in place a framework for decision making so that librarians are available for advising on bibliographic matters and collection development; it is equally important to build the program with staff trained in conservation techniques who will make lower level decisions for maintenance and routine repair.

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Estimated Budget and Resources Required for Initiating and Maintaining a Conservation Program at Cornell University Libraries.

INITIAL PROGRAM

	Source of Funds			
	NEW[1]	EXISTING[2]	TOTAL	GRAND TOTAL
1. Staffing				
Conservation Officer	$35,000		$35,000	
Searcher (GR 18)	$10,200		$10,200	
Secretary (GR 18, 1/2 time)	$ 5,100		$ 5,100	
Fringe Benefits	$12,575		$12,575	
Total Salaries and Fringe Benefits (Regular Staff)	$62,875		$62,875	$62,875
Student Assistants	$ 2,000		$ 2,000	$ 2,000
Total Salaries and Fringe Benefits	$64,875		$64,875	$64,875
2. Commercial Binding		$150,000	$150,000	$150,000
3. Restoration Binding (contractual)		$ 10,000	$ 10,000	$ 10,000
4. Conservation Reprography		$ 50,000[3]	$ 50,000	$ 50,000
5. Equipment and Supplies (inc. maintenance of equipment)	$ 10,000		$ 10,000	$ 10,000
6. Replacement Purchases (hard copies)		$ 10,000	$ 10,000	$ 10,000
7. Travel and Training	$ 1,500		$ 1,500	$ 1,500
TOTAL	$76,375	$220,000	$296,375	$296,375

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[1] Would require additional budgetary allocations

[2] Estimated current expenditures in these catagories

[3] Currently available from Conservation Fund Account

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CONSERVATION/REPROGRAPHIC FACILITY

The creation of such a facility at Annex II would probably result in the following minimum additional costs:

	Source of Funding			
	NEW	EXISTING	TOTAL	GRAND TOTAL
8. Staffing -				
Conservation Binder	$ 20,000		$ 20,000	
Reprographic Technician	$ 14,000		$ 14,000	
Secretary (GR 18, 1/2 time)	$ 5,100		$ 5,100	
Fringe Benefits	$ 9,775		$ 9,775	
Total Salaries and Fringes	$ 48,875		$ 48,875	$ 48,87
9. Equipment (one time expense)	$250,000		$250,000	$250,00
10. Repair and amortizing equipment	$ 3,000		$ 3,000	$ 3,00
11. Supplies	$ 15,000		$ 15,000	$ 15,00
TOTAL	$316,875		$316,875	$316,87
Initial Program Total				$296,37
Conservation/Reprographic Facility				$316,87
GRAND TOTAL				$613,25

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CORNELL UNIVERSITY LIBRARIES
Ithaca, New York 14853
U.S.A.

Title: Conservation Officer

The Cornell University Libraries seeks candidates for the position of Conservation Officer. The Officer will have primary responsibility for the continued development and administration of comprehensive plans, policies, and procedures for the conservation of the collections of a fifteen library system with five million volumes, three million units of microforms and 30,000 cubic feet of manuscripts.

Duties:

Initial duties will include the coordination of collection maintenance, conservation treatment, and material preparation activities. The Conservation Officer shall evaluate and make recommendations concerning the physical state of the collections and the environmental and security conditions within the Libraries. The Officer shall set standards for commercial binding, reprography, routine maintenance and mending, book marking, conservation treatments, and conservationally sound exhibit practices. The Conservation Officer will develop procedures to implement the aforementioned standards, train staff in these procedures and, where appropriate, supervise their implementation. Other duties shall include conservation budget planning and serving as a resource on conservation activities throughout the system including advising of the physical restoration of diverse types of library materials, continuing the development of security and disaster prevention plans, updating existing standards for new library construction, and developing a conservation education program for users and staff.

Future responsibilities include the design and administration of a projected conservation binding and reprographic facility.

The Conservation Officer will report to the Librarian for Collection Development and Management and will be advised by the Libraries Conservation Committee and the Committee on Safety, Emergencies and Disasters.

Qualifications

Graduate training in library conservation and substantial experience in a similarly senior position essential. Applicants should have demonstratable proficiency in conservation planning and grant writing. Training and hands-on experience in binding and other library restoration procedures are also requisite as is supervisory experience. Candidates shall exhibit in-depth knowledge of the current issues and concerns in library conservation.

The University of Iowa
Iowa City, Iowa 52242

1847

The University Libraries

28 January 1985

Irene Godden
Asst. Director of Libraries for
Technical Services
Colorado State University
Libraries
Fort Collins, CO 80523

Dear Irene:

Enclosed are the three documents regarding our conservation/preservation position. You will note from the position descriptions that Iowa is approaching the problem in a big way.

I hope this information is useful to you.

Very truly yours,

Dick Kolbet

Richard M. Kolbet
Assistant University Librarian
for Technical Services

RMK:DW
Enclosures

Newsletter

THE UNIVERSITY OF IOWA LIBRARIES

Volume 13, Number 1 September 1984

WAYNE RAWLEY *Editor*

Master Bookbinder Appointed

On July 1, 1984, Mr. William Anthony, master bookbinder, joined the staff of the University and is now working in the Main Library. Mr. Anthony comes from Chicago where he had been practicing his craft on a private basis for some 20 years. He is well-known to the community of scholars on the book as well as to institutions throughout the country as a conservator of valuable books and documents.

Mr. Anthony is a bookbinder of the old school. He was born in Ireland and began his apprenticeship training program there at age 16 under a master binder. The apprenticeship lasted seven years, after which he worked as a journeyman binder in various institutions in Ireland and England until 1961, when he came to the States. He was invited to become studio director of the Cuneo Press in Chicago. He remained with Cuneo until 1973 when he teamed up with Elizabeth Kner to form Kner and Anthony Bookbinders, and later Mr. Anthony established the firm of Anthony and Associates, Bookbinders. Over the years his works have been shown at numerous institutions and invitational exhibits.

Continuing the medieval apprenticeship tradition, Mr. Anthony trains up to two or three individuals at one time, and one of his current apprentices, Mr. Mark Esser, has moved here also to continue his training. There is no certification device to qualify an individual as journeyman binder. In Mr. Anthony's case, he will release an apprentice only when he thinks that the individual thoroughly understands the craft–usually after seven years of training. Mr. Anthony's reputation is such that his word acts as certification. The new journeyman will be equipped to work on the most rare and valuable books and documents in existence.

Our first contact with Mr. Anthony was in 1983 when he was commissioned by the libraries to restore some rare materials in the John Martin History of Medicine Collection. It was readily apparent to all staff that his work was of the finest quality. Such important books as a first edition of Vesalius' *Fabrica* from 1543 and the *Liber Chronicarum* from 1493 (commonly known as the *Nuremburg Chronicle*) were taken apart, thoroughly washed to remove all dirt and chemically treated to neutralize acidity. Each page was examined and repaired, and the book was reconstructed and covered in the manner of the original binding.

Mr. Anthony is in the process of surveying the libraries' most valuable collections and is recommending priorities for treatment. Later nineteenth-century materials are receiving special attention since papermaking from that era employed techniques and materials that resulted in highly acidic paper. Anthony's treatment halts the disintegration process, and books which may have crumpled into a handful of dust within a decade will now remain whole for one or two hundred more years.

Mr. Anthony's title is University conservator and, though he will be working primarily on library materials, the University considers his presence on this campus to be interdisciplinary, having effects on such diverse schools as Library and Information Science and Art and Art History. In addition to these, the School of Journalism and the School of Letters have played active roles in attracting Mr. Anthony to The University of Iowa and will no doubt benefit from his presence here.

Mr. Anthony's plans for the future include a wide variety of activities, among which are conducting workshops and seminars, expanding the apprenticeship and training program, giving presentations and talks, and preparing exhibits. He also hopes to form a club of individuals interested in fine binding and restoration.

H.B.R.

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CONSERVATOR/BINDER/ARTIST

The University of Iowa is seeking a highly qualified book conservator/binder to establish and head a new conservation department for the preservation of valuable books and documents. Incumbent will have the responsibility for planning and coordinating activities concerned with conservation and preservation by technical treatment and employing artistic expertise. Applicants must be qualified to perform all sophisticated preservation treatments and restoration of rare books and documents dating from the 15th to the 20th century on valuable leather, cloth, vellum and paper bindings, and must be able to train apprentices in the craft of bookbinding including all restoration and conservation techniques.

This individual will also work closely with the School of Art and Art History, the School of Library and Information Science, and the Departments of English and Journalism in developing a proposed Center for the Book Arts which will include, in addition to restoration, conservation and binding, programs in the history of the book, in fine press printing, and in paper making.

Other duties may include in addition to establishing an apprenticeship program: classroom teaching, conducting workshops, and setting up exhibitions.

Salary commensurate with experience and demonstrated artistic ability.

March 29, 1984

CLASSIFICATION DESCRIPTION

TITLE University Conservator

BASIC FUNCTION AND RESPONSIBILITY

To preserve and conserve valuable and rare documents in the University's special collections and to develop an ongoing program of training apprentices and students in all preservation, conservation and binding techniques and in the administration of such techniques for both public and private materials.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

Rebind and restore documents dating from the 15th century to date, applying all sophisticated techniques and artistic principles.

Generate and maintain apprenticeship programs with the intent of developing experts in both the technique and administration of similar programs in other institutions.

Assist in instituting long-range plans and objectives for preserving the general collections of the Libraries.

Conduct workshops and classes in both the techniques of conservation work as well as the administration of a conservation program.

Set up exhibitions which promote the concept of the book as both a work of art and a purveyor of thought.

Confer with appropriate individuals in the School of Art and Art History, The School of Library and Information Science, and the Departments of English and Journalism in developing programs and awareness of the book arts.

Maintain liaison and represent the University of Iowa to professional organizations on both the national and international level.

SUPERVISION RECEIVED

General direction is received from the University Librarian.

SUPERVISION EXERCISED

Functional supervision is exercised over staff.

QUALIFICATIONS

The successful completion of a fine binding/conservation apprenticeship program and lengthy history of further experience in all aspects of binding and conservation. A reputation which has gained renown in the field on a national and international level.

The ability to train and administrate.

THE UNIVERSITY OF MICHIGAN

UNIVERSITY LIBRARY

ANN ARBOR, MICHIGAN 48109

PRESERVATION OFFICE
20 HATCHER LIBRARY

February 7, 1985.

Myra Jo Moon
Preservation Librarian
Colorado State University Libraries
Fort Collins, Colorado 80523

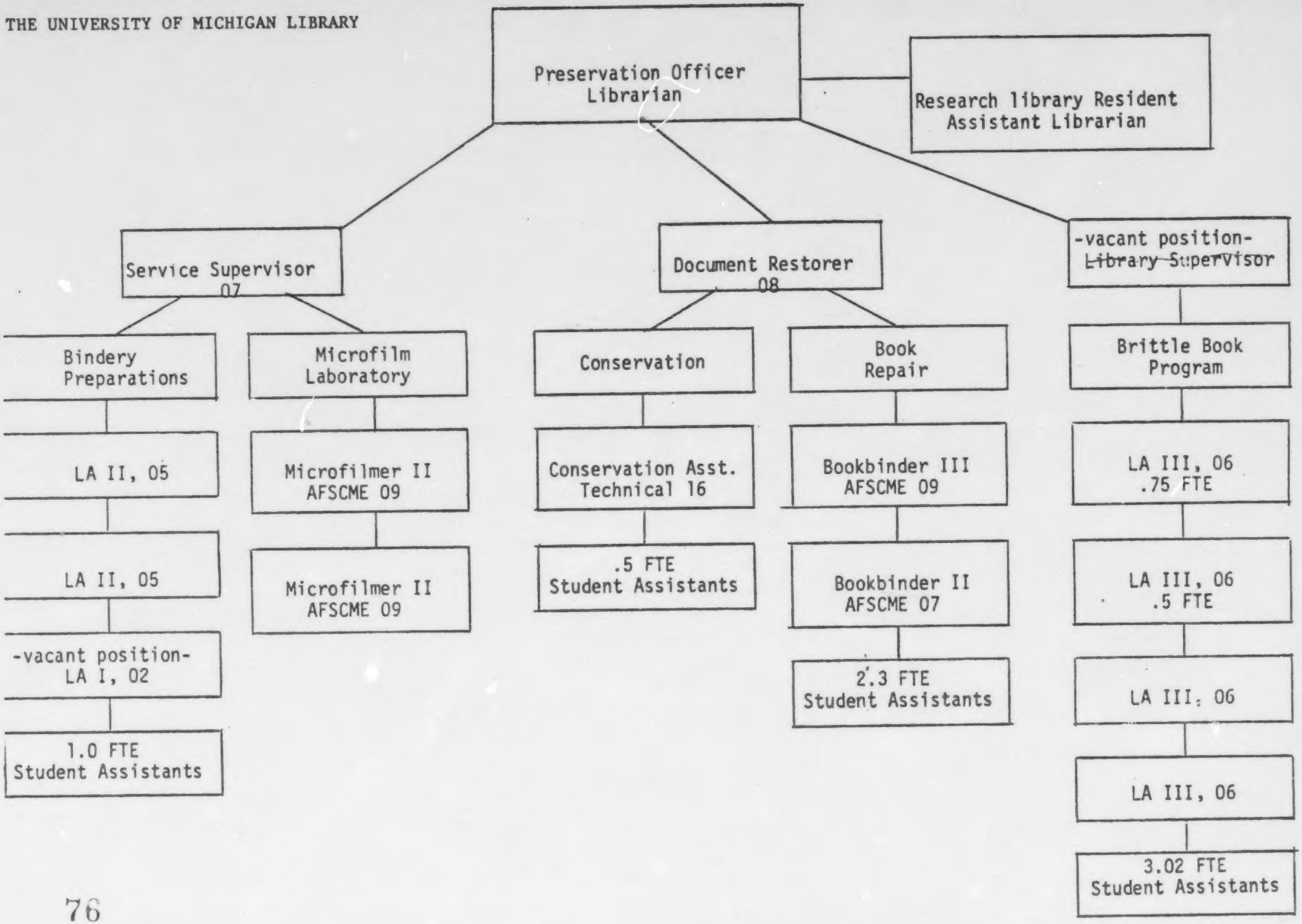
Dear Myra Jo:

Attached is the documentation we have concerning the organization of the Preservation Department at Michigan. The original decision to place the Department in Technical Services was made by the library administration in 1980; there is no documentation for the discussions which took place at that time.

Sincerely,
Margaret
Margaret M. Byrnes
Preservation Officer

PRESERVATION OFFICE

THE UNIVERSITY OF MICHIGAN LIBRARY


Preservation Officer Librarian
Research library Resident Assistant Librarian
Service Supervisor 07
Document Restorer 08
-vacant position- ~~Library Supervisor~~
Bindery Preparations
Microfilm Laboratory
Conservation
Book Repair
Brittle Book Program
LA II, 05
LA II, 05
-vacant position- LA I, 02
1.0 FTE Student Assistants
Microfilmer II AFSCME 09
Microfilmer II AFSCME 09
Conservation Asst. Technical 16
.5 FTE Student Assistants
Bookbinder III AFSCME 09
Bookbinder II AFSCME 07
2.3 FTE Student Assistants
LA III, 06 .75 FTE
LA III, 06 .5 FTE
LA III, 06
LA III, 06
3.02 FTE Student Assistants

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revised 7/3/84

The University of Michigan Library
Preservation Office Personnel
1984/85

Staff Member	Function
. Administration:	Head, Preservation Office
	Research Library Resident Disaster planning, staff and user education.
I. Brittle Book Replacement Program	
Vacant Supervisor Position	Oversee office operations. Supervise 3.5 clerical staff and 3.02 FTE Student Assistants.
LAIII, 06	Identifies brittle materials in need of replacement, searches, and prepares materials for filming; trains and assigns students work.
LACIII, 06	Duties same as Teresa Bungard but concentrates on RLG filming project.
LAC III, 06	Responsible for processing interlibrary loan microfilming orders, clerical support and special projects such as searching for film of newspapers stored at Buhr, performing a test run for the second RLG proposal, etc.
LAC III, 06 .5FTE	Examines books returned to the GL stacks office and sorts those in need of replacement. Maintains files, types correspondence and reports, etc.

II. Bindery Preparations and Microfilming

		Supervises Bindery Preparations and Microfilming units; monitors binding invoices, orders equipment and supplies, prepares work orders, etc.
Vacant LAC II	Bindery Clerk.	Packs and unpacks shipments, sorts and inspects vols. returned from binder
LAC III	Bindery Clerk.	Prepares serials for binding.
LAC III,	Bindery Clerk.	Prepares monographs for binding.
AFSCME 09		Microfilmer. Currently does all RLG project filming, printing, processing and inspection.
AFSCME 09		Microfilmer. Does all non-RLG work including ILL requests, brittle book program materials, RBR and Bentley or Clements library orders.

III. Conservation and Book Repair

	Head, Conservation and Book Repair. Supervises and trains bookbinders, conservation technician and 2.0 FTE student assistants. Performs conservation work for rare or valuable items.
	Conservation Technician. Performs conservation work for rare and valuable materials.
AFSCME 09	Bookbinder III. General repair and protection of nonrare materials.
AFSCME 07	Bookbinder II. As above but performs less complex repair procedures.

Position Title: Preservation Officer

1. Duties:

Under the general supervision of the Associate Director for Technical Services, is responsible for the design, implementation, and administration of a comprehensive library-wide preservation program which includes the following:

20% a. Designs and operates a system for identifying deteriorated materials. Establishes criteria for selecting appropriate treatment or replacement options and supervises searching, replacement, and microfilm inspection activities to ensure that the procedures chosen are carried out. Trains selectors in all units in replacement/repair decisionmaking and monitors decisions to ensure that agreed upon criteria are being uniformly applied.

20% b. Educates Library staff and patrons on preservation issues. Conducts periodic training sessions and prepares written materials for staff on the proper care of library materials and the identification and reporting of items needing attention. Conducts an active public relations effort addressed to the Library's public which emphasizes proper handling of library materials. Collects and maintains a working reference collection of literature in the preservation field. Provides reference service and advises staff, patrons, and area residents on preservation related problems.

10% c. Administers the preservation program budget for microfilming, conservation, commercial replacements, preservation related supplies and equipment, and commercial binding services. Drafts proposals and administers all aspects of preservation related grant projects; writes project reports and ensures that project commitments are met.

10% d. Revises the Library's binding contract as needed and negotiates with vendors for commercial binding services. Monitors the quality of services received to ensure compliance with the contract. Oversees the flow of materials to the Bindery Preparations Unit to ensure that the binding needs of all units are being met within budget and that an even workflow is maintained. Monitors binding decisions made by library units to ensure that methods chosen are consistent with the need to preserve the collections for future users. Keeps up to date with changing binding technology and keeps staff informed of changes in binding practices and procedures. Advises the supervisor of the Bindery Preparations Unit on budget, staffing, procedural, and planning matters.

10% e. Oversees the operation of the Conservation and Book Repair units. Ensures that library needs for simple repairs of routine materials and sophisticated conservation techniques for valuable and rare items are being met. Advises the head of the Conservation Unit on budget, equipment, and planning matters.

10% f. Oversees the operation of the Microfilming Unit. Ensures that national production specifications are understood and followed and that equipment and staffing levels are adequate to meet the demands of library units and grant commitments. Advises the supervisor of the unit on budget, equipment, planning, and procedural matters.

5% g. Oversees the operation of the Graduate Library Stacks Binding Unit. Ensures that the needs of the Graduate Library for binding, repair, and protective enclosures for incoming and older stacks materials are being met.

5% h. Makes selection decisions for Graduate Library approval plan materials and replacement/repair decisions for deteriorated materials in assigned subject areas.

5% i. Trains staff in disaster recovery methods; trains and assists units in writing and keeping up to date disaster contingency plans.

3% j. Establishes temperature and humidity standards for all units that house the Library's collections. Ensures that environmental conditions are controlled and monitored insofar as resources permit.

2% k. Represents the Library in preservation related activities of the Research Libraries Group. Participates in preservation related activities of state and national professional associations.

Revised 8/83

BEST COPY AVAILABL

PERSONNEL OFFICE
THE UNIVERSITY OF MICHIGAN
ANN ARBOR

NEW POSITION DESCRIPTION

PREPARE A SEPARATE DESCRIPTION FOR EACH NEW POSITION REQUESTED

For Personnel Use Only

CLASSIFICATION ____

SALARY GRADE ____ CODE ____

EXEMPT/NON-EXEMPT ____ EFFECTIVE DATE ____

PAY RATE ____

RECOMMENDED BY ____

APPROVED BY ____

1. REQUESTED CLASSIFICATION: Head, Conservation Unit

2. REQUESTED PAY RATE:

3. ACCOUNT No.:

HOURS:

4. DEPARTMENT: Preservation Office

DIVISION, SCHOOL OR COLLEGE: Technical Services Division, University Library

5. WHO WILL BE THE IMMEDIATE SUPERIOR FOR THIS POSITION? NAME: Margaret Byrnes TITLE: Preservation Office TELEPHONE NO. 3 9316

6. SUPERVISION OVER OTHERS. GIVE THE FOLLOWING INFORMATION ABOUT OTHER POSITIONS OVER WHICH THE INCUMBENT OF THIS POSITION WILL EXERCISE SUPERVISION. ATTACH AN ADDITIONAL SHEET WITH THIS SAME INFORMATION IF MORE SPACE IS NEEDED.

TITLE	NAME OF INCUMBENT	NATURE OF SUPERVISION
Bookbinder I		immediate
Bookbinder III		immediate
Student assistants	3.5 FTE	immediate

7. DESCRIPTION OF DUTIES: DESCRIBE THE WORK IN SUFFICIENT DETAIL TO GIVE A CLEAR WORD PICTURE OF THE JOB. DESCRIBE THE MORE IMPORTANT OR TIME-CONSUMING DUTIES FIRST. USE SEPARATE PARAGRAPHS FOR EACH KIND OF WORK. IN THE LEFT COLUMN, ESTIMATE HOW THE TOTAL WORKING TIME IS DIVIDED. BE SPECIFIC AND AVOID GENERAL TERMS.

PER CENT OR FRACTION OF TOTAL TIME	
40	Under the general supervision of the Library Preservation Officer, is responsible for the daily operation of the Conservation Unit; hires, trains, schedules, supervises, and evaluates a staff of 5.5 FTE.
35	Performs a variety of conservation techniques on a wide range of fragile and/or valuable library materials. Techniques include washing, mending, deacidifying, rebinding, recasing, leather work, restoration of original bindings, deacidifying and encapsulating maps and manuscripts, and constructing boxes and other protective enclosures. Oversees recasing and repair of routine library materials.
10	Reviews incoming materials; identifies valuable items and determines appropriate treatment.
3	Formulates policies, establishes routines and standards of treatment, documents procedures for all conservation activities.
3	Assists in the preparation of disaster plans and in the organization and operation of disaster recovery efforts.
3	Consults with libraries on the condition of their collections and recommends appropriate treatments.
3	Assists with preservation education program for library staff and users.
3	Prepares budget estimates, written reports, and requests for conservation equipment and supplies.

(ATTACH ADDITIONAL SHEETS IF MORE SPACE IS NEEDED)

Form 9471 1-72 2M

BEST COPY

8. LIST THE NAMES AND TITLES OF PERSONS DOING SUBSTANTIALLY THE SAME KIND AND LEVEL OF WORK AS WILL BE DONE BY THE INCUMBENT OF THIS NEW POSITION.

NAME	TITLE	LOCATION OF POSITION
James Craven	Document Restorer	Michigan Historical Collections

The technical skills required for this position are similar to those of Mr. Craven; the supervisory duties and volume and variety of materials involved make the position unique.

9. WHAT QUALIFICATIONS SHOULD BE REQUIRED FOR THIS POSITION

EDUCATION: HIGH SCHOOL 4 YEARS

COLLEGE 4 YEARS, WITH SPECIALIZATION IN

OTHER YEARS, WITH SPECIALIZATION IN

EXPERIENCE: (LIST AMOUNT AND TYPE)

Three to five years experience in bookbinding and conservation, preferably in a large research library. Minimum one year successful supervisory experience; aptitude for staff training, planning, and budgeting. Ability to organize workflow for efficient production of routine library materials. Knowledge of historical bindings and demonstrated ability to perform advanced book restoration techniques. Good written and oral communication skills.

ESSENTIAL KNOWLEDGES, SKILLS AND ABILITIES:

LICENSES:

10. REMARKS: SUBMIT ANY OTHER INFORMATION NOT COVERED ABOVE. ITEMS OF PARTICULAR INTEREST INCLUDE THE PLACE OF THIS POSITION IN YOUR ORGANIZATION, AND ITS RELATION TO OTHER JOBS. ATTACH ADDITIONAL SHEETS IF NEEDED.

11. SUPERVISOR—I CERTIFY THAT THE ANSWERS TO THE FOREGOING QUESTIONS ARE CORRECT TO THE BEST OF MY KNOWLEDGE.

DATE: TITLE: SIGNATURE:

12. DEAN, DIRECTOR OR REPRESENTATIVE—THE ABOVE STATEMENTS ARE ACCURATE AND COMPLETE. I AM SATISFIED TO HAVE THIS POSITION CLASSIFIED ON THE BASIS OF THE INFORMATION GIVEN. THIS REQUEST, IF APPROVED, WILL NOT AFFECT EXISTING CLASSIFICATION LEVELS OR CREATE SALARY INEQUITIES. FUNDS TO SUPPORT THIS REQUEST ARE AVAILABLE IN THE ACCOUNT INDICATED.

DATE: TITLE: SIGNATURE:

ATTACH PERSONNEL REQUISITION, FORM 5197

5-25-83

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THE UNIVERSITY OF MICHIGAN

EXISTING POSITION DESCRIPTION

THIS FORM IS USED TO REPORT THE DUTIES OF A POSITION FOR STUDY OR TO APPLY FOR A CHANGE IN EITHER THE PRESENT TITLE OR SALARY GRADE.

FOR PERSONNEL USE ONLY

TITLE CODE ______ DEPT. NUMBER ______

POSITION TITLE ______

S/GRADE ______ APPT. EFF. DATE ______

PAY RATE $ ______ HR. BIWEEKLY PER 12 MO RATE EFF. DATE ______

METHOD OF ENTRY ______ PAY RATE CHANGE REASON ______ TITLE DATE ______

ACTUAL PAY RATE $ ______ BIWEEKLY PER 12 MO S/GRADE DATE ______

SHIFT DIFFERENTIAL /HOUSING ______

RECOMMENDED BY ______

APPROVED BY ______

DATE ______

1. INCUMBENT	2. SSN	
3. PRESENT CLASSIFICATION Service Supervisor 1 (04)	4. PRESENT RATE	5. PCN
6. PROPOSED CLASSIFICATION	7. PROPOSED PAY RATE	8. HOURS/FRACTION
9. DEPARTMENT Preservation Office	10. DEPT. NUMBER	11. ACCOUNT NO.
12. BUILDING, ROOM NUMBER AND TELEPHONE NUMBER 1013 Buhr Building 764 5282	13. DIVISION, SCHOOL OR COLLEGE University Library	

TO BE PREPARED BY EMPLOYEE

14. DESCRIPTION OF DUTIES: DESCRIBE YOUR WORK FULLY IN YOUR OWN WORDS. GIVE SUFFICIENT DETAIL SO THAT THERE WILL BE A CLEAR PICTURE OF YOUR RESPONSIBILITIES. USE A SEPARATE PARAGRAPH FOR EACH KIND OF WORK AND DESCRIBE THE MOST IMPORTANT OR TIME CONSUMING DUTIES FIRST. IN THE COLUMN AT THE LEFT, ESTIMATE HOW THE TOTAL WORKING TIME IS DIVIDED.

PERCENT OR FRACTION OF TIME	
20	Supervise the organization and review of materials in preparation for commercial binding; monitor and control the flow of materials to and from all library units.
8	Coordinate and assign workloads in order to meet the binder's deadlines and library unit needs.
5	Verify invoices and authorize monthly payments for commercial binding services.
5	Make final technical decisions on items requiring special handling and authorize additional expenditures as needed.
5	Inspect returning commercial work for adherence to contract specifications; maintain frequent contact with the binder to review problems and procedures.
5	Assist the Preservation Officer in the revision and negotiation of the Library's contract for commercial binding services; modify bindery preparations routines as required by changes in binding procedures.
20%	Supervise the operation of the Preservation Microfilming Unit; ensure that the film produced complies in every respect with national standards for technical quality.
5	Maintain records for all microfilming work completed; prepare invoices and transfer voucher requests.
5	Order film, processing chemicals, and other supplies, arrange for equipment maintenance parts, and repair; monitor regular reports of residual chemical levels.
5	Schedule and monitor the flow of materials to be filmed from all library units, non University of Michigan institutions, and individuals; maintain close contact with Preservation Office brittle book program staff to ensure that all project commitments for filming are met.

Existing Position Description

5%	Train new employees and teach existing staff new routines as required by changes in binding or microfilming specifications.
3%	Answer questions and handle problems of all library units concerning binding and microfilming methods and production schedules.
3%	Advise unit heads on special binding or microfilming project needs.
3%	Prepare monthly statistical and narrative reports for both units and additional statistics as requested by the Preservation Officer for grant project and other required reports.
3%	Hire and evaluate staff and resolve personnel problems in both units.

OSU

The Ohio State University

University Libraries
1858 Neil Avenue Mall
Columbus, Ohio 43210-1286
Phone 614-422-6151

February 12, 1985

Ms. Myra Jo Moon
Preservation Librarian
Colorado State University
Fort Collins, Colorado 30523

Dear Myra Jo:

I have enclosed materials you requested for your in-progress SPEC kit. As I mentioned to you at ALA-Midwinter, and over the phone in early January, we have little documentation for the establishment of a Preservation Office here at the OSU Libraries.

Our Organization chart, which places the Preservation Officer (and Office) in a direct reporting line to the Director of the Libraries, is in process of revision. I am therefore not able to send you a copy, but only to describe as I have Preservation's direct reporting line to the Director. (There have been a great deal of changes here over the past six months, and an organizational chart that reflects this won't be done for some time yet.)

Similarly for the documentation that provides rationale for the establishment of a Preservation Office. Except for a few paragraphs in the Annual Reports of the past few years, there exists no such documentation.

So, I have enclosed only two job descriptions, for my position and for the position of Head of Collections Maintenance and Bindery Preparation. This latter position has recently been filled by Harry Campbell, who has been working with Toby Heidtmann and Virginia Wisneiski the past four years the University of Cincinnati Libraries. We are delighted that he'll be with us beginning March 18 or so.

Regards,

Wes Boomgaarden

Wesley L. Boomgaarden
Preservation Officer

WLB:bp
Enclosures

THE OHIO STATE UNIVERSITY LIBRARIES
1858 Neil Avenue Mall
Columbus, Ohio 43210 1286

Position: Preservation Officer

Available: 1 July 1984

Responsibilities: Responsible for designing and implementing a comprehensive preservation and conservation program, including the preparation of an overall written plan and related documents (e.g., a disaster plan, specifications for binding, requirements for equipment to be purchased, staffing requirements, and delineation of standards for environmental controls); formulating detailed preservation policies and overseeing their implementation; designing and conducting appropriate training programs for library faculty and staff; contributing information and preparing materials for the education of library users; keeping abreast of and reporting on current developments in the field; and advising on library planning generally. Works closely with both technical and public service personnel and reports to the Director of Libraries.

This is a special opportunity to define and structure a preservation/conservation program from the ground up in a major research library which manifests all of the pertinent, classical conditions and needs, and to put into place in the overall schematic those program components which now exist while completing a plan incorporating all else that is required to establish a fully effective program.

Qualifications: Required: Advanced training in library preservation/conservation, including demonstrated knowledge about the physical treatment of library materials and of current issues in preservation. Ability to work well independently in structuring and directing a wide-scale program, in addition to working cooperatively with a wide variety of staff. Ability to communicate effectively both orally and in writing. Preferred: Several years of field experience in library preservation/conservation. Desired: MLS from an ALA-accredited program.

THE OHIO STATE UNIVERSITY LIBRARIES
1858 Neil Avenue Mall
Columbus, Ohio 43210 1286

Position: Head, Collection Maintenance & Bindery Preparation

Responsibilities: Responsible for preparation and treatment of library materials, including labelling, repair, and preparation for binding. Works under the direction of the Preservation Officer, but also works closely with both Technical and Public Services personnel, as well as with the Libraries' commercial binder, to ensure that the Libraries' preservation/conservation policies and contractual obligations are observed. Evaluates items for treatment; oversees and performs in-house treatment and repair using appropriate conservation materials and procedures; and recommends other dispositon of items (e.g., for preservation microfilming or referral to conservation facilities external to the University) in consultation with Preservation Officer and the Collection Development Officer. Recommends changes in policy and contractual specifications. Supervises 10 Classified Civil Service Staff and 3 FTE student employees.

Reports to the Preservation Officer, but also works closely on day-to-day operational issues with the Assistant Director for Technical Services and department heads in that area.

Qualifications: Bachelor's degree or equivalent experience and training; experience supervising staff and all operations for bindery preparation in a large academic or research library, or susupervising staff and large-scale bindery operations in a non-library setting. Training and/or substantial experience in the care of library materials, especially in repair/conservation principles and practice. Ability to communicate effectively, orally and in writing.

THE STANFORD UNIVERSITY LIBRARIES
STANFORD, CALIFORNIA 94305

January 31, 1985

Myra Jo Moon
Preservation Librarian
Colorado State University
Fort Collins, CO 80523

Dear Myra Jo:

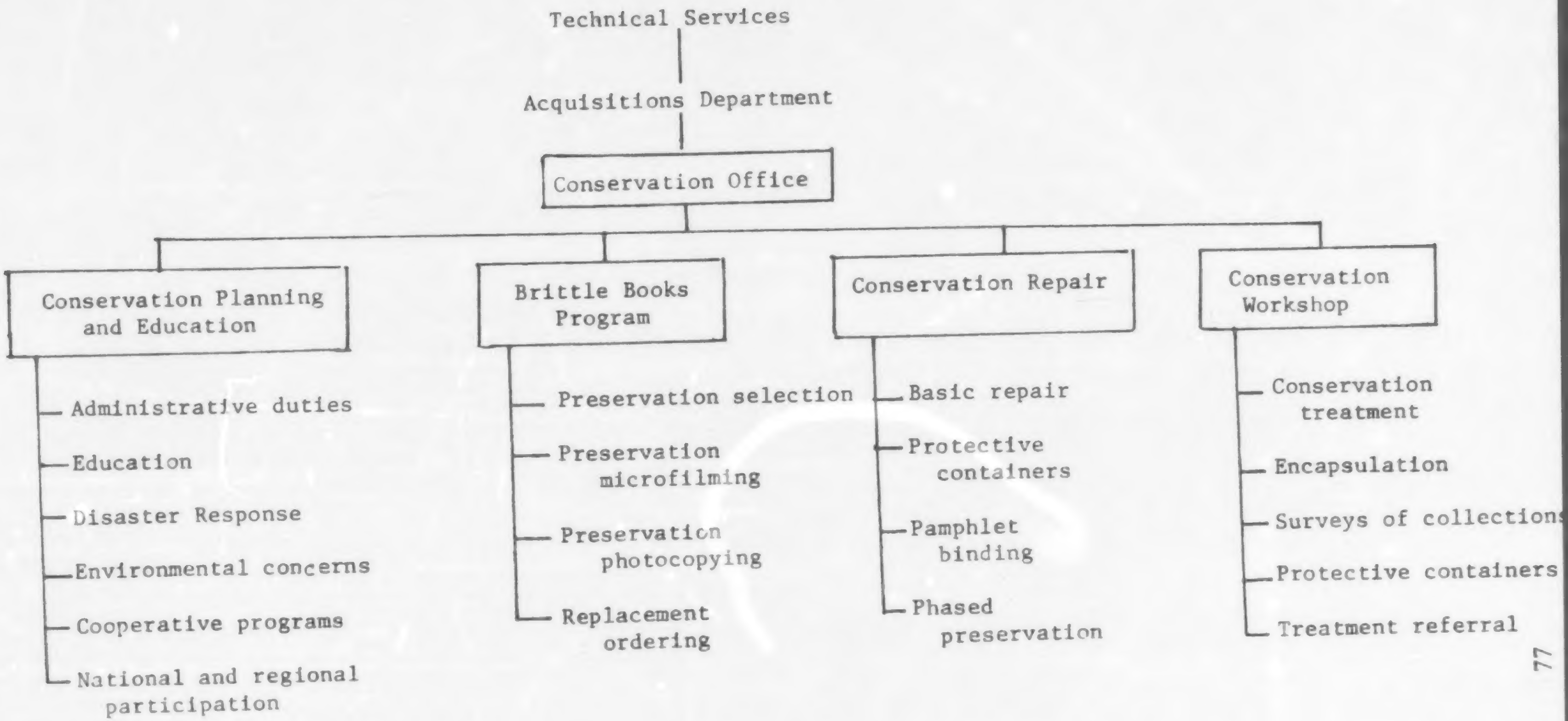
Enclosed find some organizational and explanational materials that may help you. As I mentioned, I cannot send the job descriptions of the Conservation technicians as they are currently under consideration by the Bargaining Units. However I can tell you that the salary scale ranges from $15,000 for Cons. tech. I up to $26,000 for Cons. tech. III. I have enclosed job descriptions for the Brittle Books staff. Stanford has four levels of Library specialist with salary ranges approximately the same as for Cons. techs. You will note there is not a job description for the Conservation Officer but instead a description of duties. This is not unusual at Stanford for one-of-a-kind jobs. A new job description would be written if I ever left.

The organization of the conservation office in the Libraries is due to the fact that six years ago what conservation that was done - binding, repair, and microfilming of a sorts - was organized within Technical Services. Also, most other conservation/preservation programs were located in Tech Services at other institutions. So Stanford placed it there.

Sincerely,

Sally

Sally A. Buchanan
Conservation Officer
Green Library


Technical Services
Acquisitions Department
Conservation Office
Conservation Planning and Education
Administrative duties
Education
Disaster Response
Environmental concerns
Cooperative programs
National and regional participation
Brittle Books Program
Preservation selection
Preservation microfilming
Preservation photocopying
Replacement ordering
Conservation Repair
Basic repair
Protective containers
Pamphlet binding
Phased preservation
Conservation Workshop
Conservation treatment
Encapsulation
Surveys of collections
Protective containers
Treatment referral

Stanford University Libraries

7/9/84

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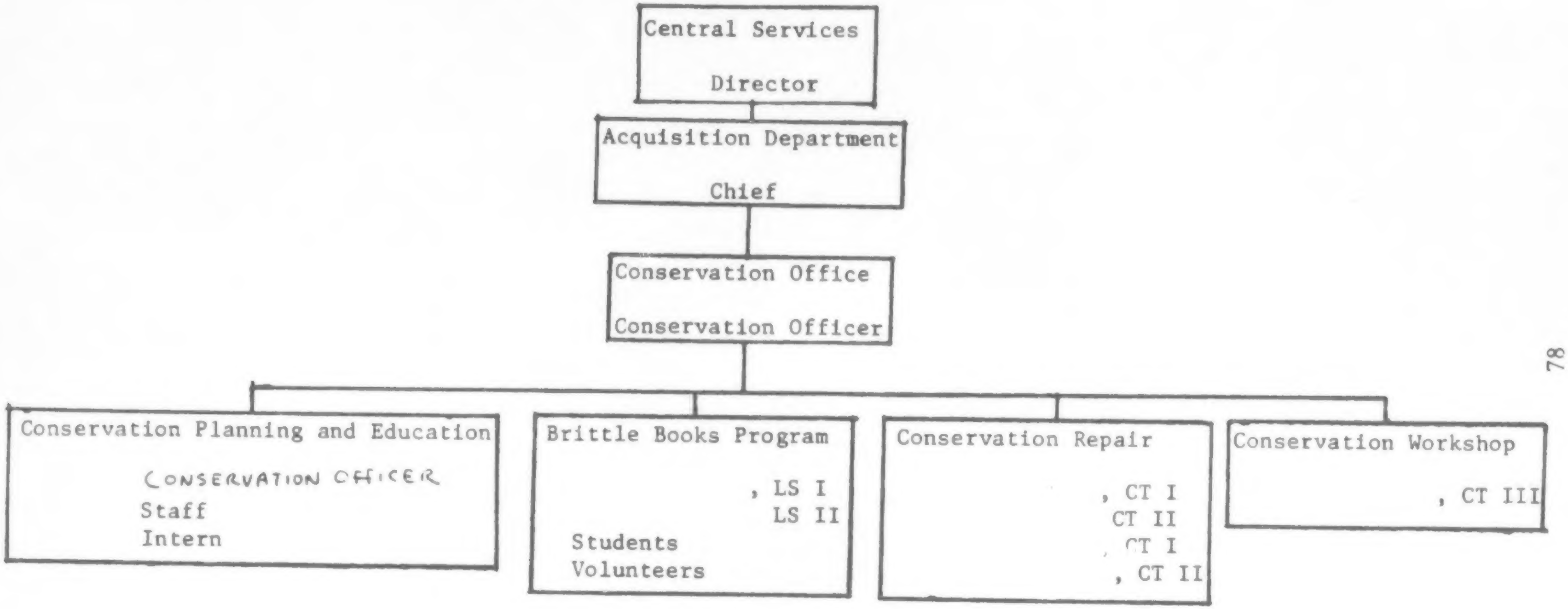
December 1984

ORGANIZATION CHART, CONSERVATION OFFICE
STANFORD UNIVERSITY LIBRARIES


Central Services
Director
Acquisition Department
Chief
Conservation Office
Conservation Officer
Conservation Planning and Education
CONSERVATION OFFICER
Staff
Intern
Brittle Books Program
, LS I
LS II
Students
Volunteers
Conservation Repair
, CT I
CT II
, CT I
, CT II
Conservation Workshop
, CT III

Job Classifications:
Library Specialists I and II
Conservation Technicians I, II and III
(Bargaining Unit positions)

Conservation Repair

Introduction

The unit with 3.5 FTE is responsible for the repair and protection of material in all the circulating collections including the branch libraries, as well as the binding for pamphlets not sent to a commercial bindery. Repairs total approximately 12,000 items a year; pamphlet binding 8-10,000 items a year. A general description of available repairs may be seen in the "Repair Guidelines". Staff are encouraged to consult this booklet and to call Repair for advice and assistance. Since joining Conservation eighteen months ago, Repair staff have added a phased preservation component to their skills and duties. This includes making phased boxes, protective enclosures, book boxes and creative enclosures to solve unique problems.

Process

Materials in the Green Library are identified for repair mainly by the Access Services Department staff. They send one book truck of repair items a week, while branches send items as they are identified. So far a quota has not been necessary for branch repair except in the case of tip-ins for the sciences or music scores for the Music Library. These quotas are set as need dictates and backlogs permit. As time permits, special projects, such as pamphlet bindings for Government Documents, are scheduled.

Material is charged to Repair so that it can be retrieved if needed. In the unit, it is housed by date charged to facilitate retrieval.

"Rush" repair or protection is provided for material urgently required. Protection may consist of the needed repair or of a protective enclosure to allow the item to circulate safely before repair or binding.

Brittle Books Program

Introduction

The Brittle Books Program was organized in 1980 to handle the brittle collections previously housed in the Locked Stack and those identified by users and curators as being in need of attention. A random sample taken in 1979 indicated 25% of Green Library collections were brittle (unable to survive three folds). Currently two FTE staff assist in receiving, searching, and seeking resolution for approximately 2000 volumes a year. This process relies upon the expertise of the curators/bibliographers to make appropriate decisions for the material after Conservation provides the information needed. If material is microfilmed, the information is reported to NRMM and is entered into the RLG on-line index. Attached to this document is a description of the possibilities available in SUL for brittle material, and guidelines for choosing the most appropriate preservation option. Master microfilm is archivally stored following national standards and off-campus.

Process

1. Brittle material is routed to Conservation, charged to "Cons" or if not cataloged, a location code is entered on-line to facilitate retrieval if necessary.

2. Material is checked for brittleness, slipped with filled-out search sheet, and placed on the proper curatorial/bibliographer shelf.

3. After 10-15 books have collected, an appointment is made with curator.

4. Curator makes decision for cancel or phased deterioration; if neither of these, curator indicates amount of searching required and/or decision for resolution.

5. Conservation staff follow through on decision with necessary searching, ordering, and paperwork following all procedures for routing, replacing, canceling, and cataloging.

6. Conservation staff keeps statistics for reporting to SULSTAT.

Conservation Workshop

Introduction

The Workshop confines its work to the preservation, repair, and restoration of the rare and unique material in all the SUL collections including the Department of Special Collections, the University Archives, and the circulating collections. The technician is also involved in assisting with surveys, environmental monitoring, workshops, exhibits, and advice for and testing of appropriate repair supplies and materials affecting the collections such as book plates. The technician may also assist the Conservation Officer in routing items to outside conservators when additional expertise is required.

Process

A general set of guidelines assists staff in deciding what material may be appropriate for the Workshop staff to examine. In general this includes all pre-1850 imprints, wet and/or mildewed material, fine bindings, leather bound books, manuscripts, photographs, works of art on paper, fine press books, maps, and items requiring sewing which will not be sent out to a commercial bindery. The technician may re-route material to the Repair unit when appropriate.

In order to apportion more fairly the time of the one FTE staff and the available resources, a point system has been created. (see attached) One point equals one hour of workshop time, jobs are assigned an approximate number of points. Each major branch or department is assigned quarterly a number of points which may be used to buy Workshop time. Quarterly accounting is available if requested. Unused points are pooled for overdrawn collections to use.

January 11, 1982

Duties and Responsibilities of the Conservation Officer, Stanford University Libraries

The Conservation Officer for the Stanford University Library will administer the programs of the Conservation Office as they are established within the framework of the goals and objectives of the Library.

In addition to the responsibility of establishing a broad and sound base for the diversified concerns of library conservation, the Officer will undertake the following duties:

- Recognizing and planning for the conservation needs of the SUL Libraries as set forth in the Conservation Office function statement.
- Establishing the goals and objectives for the Conservation Office.
- Coordinating the conservation program with other departments and programs in the Libraries.
- Budgeting for and the fiscal management of the Program.
- Managing the personnel of the office in all its aspects.
- Writing reports and keeping statistics as required, including the Annual Report and quarterly statistics reports.
- Supervising the various program areas within the Conservation Office.
- Serving on internal committees of the Library as appropriate.
- Coordinating the SUL Conservation Program with broader local and national programs, such as those of RLG, as appropriate.

98

Conservation Office
January 11, 1982

Function Statement - Conservation Office, Stanford University Libraries

The function of the Conservation Office of the Stanford University Libraries is to exercise authority concerning, and to provide guidance, expertise, and resources for, the conservation, preservation and restoration of all library materials.

The Conservation Office will set, or actively participate in setting, guidelines and standards in matters (other than personnel) relating to the physical treatment of the collections, including: repair; treatment; binding; rebinding; environmental concerns of temperature, humidity and light; the general care, handling and storage of materials; the ordering, testing and approval of conservation-related supplies; preservation microfilming and photocopying; fumigation; disaster prevention and action; conservation education and training;exhibits and transport; and concerns involving deterioration of the collections due to brittle of acidic paper.

In addition, the Conservation Office, when it is unable directly to help a department or library with a conservation problem, will act as a consultant to enable the department or library to resolve the problem.

JOB DESCRIPTION
(Please Type)

PER USE ONLY
Classification: ____________
Effective Date: ____________
By:

Read instructions carefully. Use other side and continuation sheets if necessary.

Name (Last) (First) (Middle Initial)
Classification Title: LIBRARY SPECIALIST I
Code:
Department or Group: University Libraries
Phone Ext. 7-3970
Working Title: Searcher
Division or Section: Conservation Office
Bldg. & Room: Green Library-West
Starting Date at S.U. 7/79
Time in Present Job 2 yrs. 6 mos.
Hours per Week 40
Supervisor(s) (Name & Title): -Conservation Officer
Former Incumbent if Known: none
Job Reviewed Previously? ☒ Yes ☐ No

1. Characteristic Tasks and Their Frequencies (in order of importance)

% of Time | Description

5% Brittle Books Decision Process

(5%) Schedule conferences with curators and bibliographers
Meet individually with curators to discuss brittle books replacement choices
Record search requests or decision for each volume
Offer advice: remind curators of written quidelines and appropriate choices for brittle books replacement; discuss options
Follow up phone calls and memos

0%) After searching, follow through on curators' decisions for each volume: withdraw, purchas replacement, microfilm, photocopy, phase box, send to storage, restore, phased deterioration
Obtain books through ILL for substitution of damaged SUL items before reproduction
Inform Serials cataloging staff about queueing date
Consult with Conservation Officer about difficult problems

5%) Oversee Conservation Photocopying Program
Help hire students; provide training, determine work priorities and evaluate performance
Check quality and quantity of both SUL and UCB photocopying
Prepare photocopied books for binding
Maintain contact and communication with UCB conservation staff
Prepare and send invoices for quarterly billing to UCB
Attend to care and maintenance of XEROX machine with rep.
Keep all records and statistics for program

5%) Send and receive preservation microfilming materials
Prepare books for microfilming, including targeting and packing clip with special instru tions
Reconcile paperwork with returned originals and two sets of microfilm
Perform quality check on returned film
Route microfilm, books and paperwork to appropriate units
Maintain communication with other SUL units about problems with microfilming, such as: box, labeling, intent to film notification, revision or clarification of routing procedures
Work with volunteers on master microfilm storage, answer questions, solve problems
Contact outside vendor to do microfilming if UCB is backlogged

20% Bibliographic Searching

Perform bibliographic searching of brittle book titles to determine availability in reprin or other formats. Standard reprint tools are used as well as foreign language sources such as Livres Disponibles, Catalogo dei Libri in Commercio, and Verzeichnis Lieferbare Bucher. The National Register of Microform Masters may be searched as well as the 007 Field in RLIN for the RLG on-line index of microfilm masters and the queue-dated items. On-line searching in RLIN or Socrates may be done to determine SUL holdings of other copies, volumes and/or editions.

(#1, cont.)

Searching is handled for monographs and serials. This may include determining comparable editions and consulting additional sources.

Keep records of the searches on Brittle Books search sheets for conferences with curator staff.

Keep statistics on the results of all searches.

Maintain search sheets to provide statistics for curatorial staff, follow-through on long term problems, track items in the replacement process.

5% Miscellaneous duties as required by Conservation Officer

Provide backup for training, overseeing, and assignment of duties for volunteers.

Assist in training of library school interns by describing Brittle Books Program and procedures.

Evaluate and route non-brittle material.

Help clarify Conservation Office procedures by writing memos and helping design procedure

Help set up exhibits and participate in conservation-related meetings and workshops.

Help provide backup for Conservation Officer when she is gone by answering questions and making referrals.

Member of the Conservation Emergency Team.

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JOB DESCRIPTION
(Please Type)

PER USE ONLY

Classification: ____________

Effective Date: ____________

By:

ead instructions carefully. Use other side and continuation sheets if necessary.

ame (Last) (First) (Middle Initial)		Classification Title Library Specialist II	Code
epartment or Group nservation	Phone Ext. 7-3970	Working Title Brittle Book Specialist	
sion or Section chnical Services	Bldg. & Room 413 Green West	Starting Date at S.U. 9/68	Time in Present Job 3 yrs. 9 mo.
			Hours per Week 40
pervisor(s) (Name & Title) - Conservation Officer		Former Incumbent if Known none	Job Reviewed Previously? ☒ Yes ☐ No

aracteristic Tasks and Their Frequencies (in order of importance)

Description

Brittle Books Decision Process

5% Schedule conferences with curators and bibliographers
Meet individually with curatorial staff to discuss brittle books replacement choices
Record search requests or decisions for each volume
Offer advice: remind curators of written guidelines and appropriate choices for brittle book replacement; discuss options
Followup with phone calls and/or memos
Keep statistics on all decisions

40% After searching, follow through on the curator's decisions for each volume: withdraw, purchase replacement, microfilm, photocopy, phase box, send to storage, restore, phase deterioration
Obtain books through ILL for substitution of damaged SUL items before reproduction
Consult with Conservation Officer about difficult problems

15% Coordinate functions for a variety of related tasks to assure smooth operations of the Brittle Books Program:

Verify microfilming invoices
Oversee master microfilm storage project using volunteers to carry out as much of this work as possible
Evaluate and re-route non-brittle materials sent to Conservation
Monitor and assure flow of material from Conservation Repair and other units to the Brittle Books Program, training volunteers to carry out work
Assist Conservation Officer in selecting areas of brittle books to consider for the Program
Contact outside vendors for microfilming
Write to publishers for replacement price quotations
Help clarify Conservation Office procedures relating to the Brittle Books Program by writing memos and/or helping design procedures
Coordinate Brittle Books record-keeping to assure thoroughness and consistency

15% Oversee and train volunteer staff:

Help interview volunteers for jobs in Brittle Books
Train volunteers in duties and oversee work, evaluate work. Plan all work assignments, tasks include evaluating brittle materials, following written guidelines, bringing material to conservation, charging material out, evaluating for condition other editions, copies, volumes in stacks or auxilary storage, labeling master

JOB DESCRIPTION
(Please Type)

Description

---

microfilm boxes for storage and keeping records, filling out cancellation forms and work sheets, filing work sheets

Bibliographic Searching

Perform bibliographic searching of brittle books titles to determine availability in reprint or other formats. Standard reprint tools are used as well as foreign language sources such as Livres Disponsibles, Catalogo Dei Libri in Commercio, and Verzeichnis Lieferbarer Bucher. The National Register of Microform Masters may be searched as well as the 007 Field in RLIN for the RLG online index of microfilm masters and for queue-dated items. Online searching in RLIN or Socrates may be done to determine SUL holdings or other copies and editions. Searching is handled for serials, monographic series and government documents. This may include determining comparable editions and consulting additional sources

Keep records of the searches on Brittle Books search sheet for conferences with curatorial staff

Keep statistics on results of all searches

Miscellaneous duties as required by the Conservation Officer

Provide backup for student training, overseeing work, assigning duties for photocopy program

Assist in training library school interns by describing Brittle Books Program and procedures

Help set up exhibits

Assist with conservation-related meetings and workshops

Answer conservation-related questions over the phone

Provide backup for the Conservation Officer when absent by answering questions and making referrals

Member of the Conservation Emergency Team

BEST COPY AVAILABLE

Preservation Librarian

Southern Illinois University at Carbondale, Morris Lib.

Responsible for all preservation and conservation activities for a university research library of 1.8 million volumes and additional special collections. Recommends preservation policies library-wide; serves as liaison with department heads and subject specialists; supervises 9 FTE personnel in bindery preparation, shelf preparation, and in-house conservation treatment; and implements the library's brittle book replacement program. During the grant period, serves as Project Director of the Midwest Cooperative Program a project funded by NEH to assist Libraries in preservation program development.

Required qualifications: A MLS from an ALA accredited program; in-depth knowledge of library preservation problems and solutions; advanced training/experience in preservation; and managerial experience. Preferred qualifications: A specialits's degree in library preservation or a compatible second master's degree; the ability to communicate effectively as demonstrated by a record of publication and presentation; and experience in grantsmanship.

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Chronology of the Development of Morris Library's Conservation Program

1971	Recognition of the deteriorative effects of inappropriate/insensitive repair and binding practices practiced in the 1950s and 60s in Morris Library.
1972-74	Upgrading of book repair practices in the Local Bindery unit of the Serials Department. Increased awareness and agitation for conservation from Special Collections. Library-sponsored attendance for a paraprofessional staff member at a week-long conservation workshop in Arizona.
1975-76	Recognition of the need for a broad-based conservation program by the Serials Librarian, the Curator of Special Collections, and other professional and paraprofessional staff. Modest increases in conservation activities such as protective encasement and monitoring the environment. Library sponsored attendance for a paraprofessional at a month-long conservation seminar in Chicago. Draft of a job description for a conservation librarian.
1976-78	Continued upgrading of conservation activities. Inclusion of a request for a new faculty position (ranked first priority in Library Affairs) to serve as Conservation Librarian submitted in Library's planning statement to the VP for Academic Affairs and fowarded to IBHE. Proposal submitted by Special Collections and the Center for Dewey Studies to NEH for a Challenge Grant to begin conservation program development.
April 1978	Notification of a NEH award to restore the John Dewey Papers and begin a comprehensive conservation program for Morris Library. ($10,000 from NEH, $30,000 from private donors.) Project would also include an outreach program for other libraries. Advertisment of opening for Conservation Librarian.
August 1978	Conservation Librarian on board to begin organizing and equipping the conservation lab, planning program activities, and restoring the Dewey Papers. Unfilled salary lines used to support the position until July 1, 1979. Committment from the VP for Academic Affairs to seek state funding for the position after Fiscal Year 1979/80.
1978-80	Initial program development. Broad goals: encourage an atmosphere condusive to conservation by developing conservation consciousness among the staff; use the injection of grant funds to upgrade facilities and eliminate backlogs of materials in desperate need of attention. Activities: 1] selecting, ordering, and installing new equipment and supplies; 2] treatment of Dewey Papers; 3] standarization and coordination of decision-making criteria for binding and conservation treatment throughout the library; 4] standarization of conservationally-sound procedures for routine treatment; 5] retraining and training paraprofessional staff and student assistants; 6] determining priorities and eliminating backlogs of routine book repair; 7] initiation of programs for protective encasement of vulnerable materials and treatment of leather-bound volumes. (1,223 protective boxes were constructed in 1979/80 and 12,630 leather books were treated. These intensive programs were made possible with additional student assistants hired with grant funds and trained for specific activities.)
Aug 1979 Nov 1979	Conservation workshops held for staff from libraries in the region. (Paraprofessionals were encouraged to attend, but libraries sent only librarians.)

January 1980	Conservation Policy Statement approved by the Library's Administrative Council. (See Policy Statement for details.) Conservation program well established.
March 1980	Library receives $15,000 support from the CLR for the conservation program--bringing in an additional $5,000 from NEH in matching funds. Total grant funds $60,000.
summer 1980	Conservation Librarian position switched to state funds and a continuing-line, tenure track appointment. CETA funds used for support of 2 FTE conservation technicians. Implementation of brittle book program for replacement/reformatting of books whose paper is severely deteriorated. Formal needs assesment survey conducted to explore avenues for a cooperative program to encourage conservation program development in other libraries.
October 1980	CODSULI sponsored seminar on conservation hosted by Morris Library. Speakers include Bob Patterson and Pamela Darling. Morning program on administrative aspects of conservation, afternoon program discussion of feasibility of cooperative conservation program in Illinois.
September 1981	$94,000 (LSCA Title I) funds received from the State Library for development of an Illinois Cooperative Conservation Program to coordinate conservation activities throughout the state and provide information, training, consulting, and workshop services.
November 1981	Marking unit of Cataloging Department moved to Conservation and Binding Section of Serials Department.
1982	Manual of in-house conservation procedures used at Morris Library published by Libraries Unlimited. "Autopage" book drop removed from parking lot.
February-June 1982	An additional 1045 student assistant hours received from Library Services from midyear reallocation and used for special conservation projects.
July 1982	Proposal for a midwest cooperative conservation program to serve research libraries in Illinois, Indiana, Kentucky, Tennessee, and Missouri submitted to NEH. Modified proposal submitted in January 1983.
October 1982	Training videotape on conservation for student assistants throughout the library shown to their supervisors and over 200 student assistants. Thereafter shown each semester to new students hired. The "showings" resulted in an influx of an additional 15 trucks of books in disrepair over a period of two months. By reassigning student assistants in conservation, the backlog was eliminated by February 1983.

INCUMBENT: CSN:

PRESENT CLASSIFICATION: DATE: September 26, 1983

DEPARTMENT: Library Services, Conservation Section, Illinois Cooperative Conservation Program

FUNCTION

To perform conservation/restoration treatment on a wide variety of historic artifacts belonging to Illinois libraries as part of the Illinois Cooperative Conservation Program.

ORGANIZATIONAL RELATIONSHIP

Director of Library Services
|
Serials Librarian
|
Conservation Librarian
|
ICCP Conservation Technician

DUTIES AND RESPONSIBILITIES

1. 70% Executes a wide variety of conservation treatments on rare, unique, or local history materials belonging to Illinois Libraries including maps, county atlas', historic newspapers, monographs, small manuscript collections, record books, and scrapbooks. Performs treatments such as repair and stabilization of bound volumes; complete rebinding/restoration of case bound volumes; rebacking/restoration of leather bound volumes; neutralizing and alkalizing paper (using both aqueous and non-aqueous methods); constructing post-bindings of encapsulated pages for embrittled materials; mending, mounting, and matting of flat paper artifacts; and constructing a variety of custom protective enclosures for rare or unique materials.

2. 10% Examines incoming items and prepares condition reports and proposed treatment reports itemizing the physical and chemical condition of the item, the causes and extent of damage, suggested treatment alternatives and expected results, and estimates of the time and materials needed for each alternative.

3. 5% Contributes to the functioning of Morris Library's in-house Conservation Lab by helping to maintain equipment and arrange supplies.

4. 10% Prepares treatment reports for items whose conservation treatment is complete (including itemization of the steps in treatment, time and materials expended, and photographic documentation) as a basis for billing.

5. 5% Assists the Project Director (Morris Library's Conservation Librarian) and the ICCP Conservation Technician (Administrative Professional) in the development of ICCP program services.

KNOWLEDGE REQUIRED FOR THE JOB

1. The employee must be thoroughly familiar with the nature of materials collected by libraries and and with the deteriorative processes that act on them--environmental, inherent, and as a result of storage, handling, use, and inappropriate treatments performed in the past. This involves knowledge of the physical and chemical makeup of materials, their structure and working properties, and their reaction over time and during use to stresses placed on them.

2. The employee must be knowledgeable in both conservation theory and practice. Conservation principles (such as the use of only reversible processes) are applied to materials in anticipation of stress, to return materials to usable condition, or to halt deterioration or restore materials as nearly as possible to their former condition. This involves knowledge of a wide variety of techniques and procedures, as well as considerable judgement in applying them in the most appropriate manner. The employee must have a thorough knowledge of state-of-the-art conservation practices especially concerning proper documentation of condition and treatment and the ethics of conservation treatment for historic artifacts.

3. The employee must possess superior manual dexterity and exhibit an affinity for work that requires developing craft skills to a high degree. In addition to conservation theory and the selection of specific procedures, the employee must be able to perform treatments smoothly, efficiently, and with precision.

4. In addition to a knowledge of conservation principles and techniques, the employee must be thoroughly familiar with the equipment, tools, and supplies required. This involves constant attention to the field of conservation, testing and selection of specific materials for their chemical and physical properties, and calculation of the cost-effectiveness of the materials selected for a specific purpose.

5. Minimum qualifications for this job include a bachelor's degree and one of the following: 1) one year's experience performing conservation treatments on historic artifacts under the direction of an experienced book and paper conservator and in a research library, archives, historical repository, or regional treatment center; or 2) one year's full-time equivalent training/apprenticeship with an experienced book and paper conservator.

RESPONSIBILITY

1. Supervisory Controls

   The ICCP Project Director is responsible for reviewing/approving treatment proposals before they are submitted to the client institution. The employee is responsible for all decisions involving actual treatment of the item once a specific treatment proposal has been approved by the client institution.

2. Guidelines

   All treatments performed will conform to the AIC Code of Ethics and Standards of Practice (Washington, D.C.: American Institute for Conservation of Historic and Artistic Works) with regard to the integrity of the object, suitability of treatment, examination report and treatment proposal, and documentation of treatment. Additional guidelines are determined jointly by the Project Director and the employee as they determine decision-making policies, standard practices, procedures, and techniques for all activities involving direct intervention with a physical item. The employee is directly responsible for all interpretation of treatment guidelines and all details of conservation treatment (including the use of specific equipment, tools, supplies, and the order of steps). Specifications for treatment exist in the literature of library and museum conservation and it is the responsibility of the employee to be thoroughly familiar with the state-of-the-art and to recommend changes or adjustments in specific procedures.

DIFFICULTY

1. Complexity

The craft of conservation requires a high level of initial manual dexterity to learn and a continual development and refinement of complex manual skills. As a craftsman and technician, the employee needs to operate with a sureness and smoothness of movement that is only acquired after considerable training and practice and is only maintained with constant exercise of those skills, concentration, and attention to detail.

Most library materials are complex structures composed of materials of different physical and chemical properties which react in disparate ways to storage conditions and the rigors of use. The job requires a sensitivity to the craft and materials and an ability to judge and select the correct techniques from a myriad of alternatives.

A further challenge is the necessity to organize workflow to that several items are being worked on simultaneously (due to different waiting times between treatments). An efficient workflow will maximize productivity, but takes a great deal of concentration.

2. Scope and Effect

ICCP is dedicated to helping to protect and preserve historic/rare/unique materials in Illinois libraries and historical societies. Besides being a historic record for posterity and source material for research, these materials are a significant source of pride and interest and are of special value when preserved in their community and region. ICCP's treatment service is of vital importance--especially to smaller libraries whose funds and staff are limited. Many important materials have reached the point where appropriate conservation treatment is needed to stabilize their condition, arrest further deterioration, or return materials to a state in which they can be enjoyed, used carefully, or exhibited properly as physical artifacts.

Proper conservation treatment arrests deterioration and returns items to usable condition; improper treatment, however, can cause permanent, irreversible damage and obscure or obliterate bibliographic, historic, or artifactual evidence.

PERSONAL RELATIONSHIPS

The employee works closely with the staff of Morris Library's conservation program and the Midwest Cooperative Conservation Program to exchange information and share space and equipment in the Conservation Lab. The employee will maintain contact with client institutions by telephone or correspondence to discuss conservation treatments for specific artifacts. Because of the technological aspects of conservation treatment, the employee will be expected to interact with others in the conservation profession to exchanges ideas and information.

ENVIRONMENTAL DEMANDS

A high degree of manual dexterity is required to do precise cutting, measuring, shaping, mounting, sewing, etc. Mobility is necessary to operate equipment, arrange supplies, and examine items properly. Eyesight is required and the ability to lift at least one large house brick from the opposite side of a table while extended at the waist. Movement in the legs is necessary to operate the board shear, boxboard crimpler, and ultrasonic welder. In general, the employee will be standing, reaching, and bending at the work benches, sinks, fume hood, or equipment most of the day. An ability to concentrate in a distracting environment is mandatory because of the number of employees in one large room (up to twelve at a time) and because of the noise of different jobs being performed, machines being used, and discussions ensuing.

INCUMBENT____ DATE________________

REVIEWED BY

____ DATE________________
Immediate Supervisor

____ DATE________________
Department Head

INCUMBENT: (Extra Help) CSN: 6108

PRESENT CLASSIFICATION: LTA II DATE: July 18, 1984

DEPARTMENT: Morris Library - Serials - Conservation and Binding Section

FUNCTION

To determine and maintain procedures for the operation of the commercial bindery preparation section and the marking section.

ORGANIZATIONAL RELATIONSHIPS

Director of Library Services

Serials Librarian

Conservation Librarian

Binding Preparation and Marking Supervisor (LTA II)

Student Assistants (3.75 FTE)

DUTIES AND RESPONSIBILITIES

20% A. Under direction, determines how materials needing treatment should be commercially bound, e.g., periodical binding, pamphlet binding, paperback binding, methods of sewing, binding of dissertations/theses/research papers, recasing or rebinding.

10% B. Identifies and corrects processing problems, such as discrepancies in previously bound materials, incorrectly marked books, or call numbers inconsistent with library policy. Due to the very nature of serials and periodicals, such errors and inconsistencies may occur. Determines the most appropriate method of correction of printing errors.

10% C. Searches for materials not found in routine searching, being alert to possible title changes and cessations. Discriminates between the different types of problems, their causes, and where to go for a solution. Utilizes initiative and judgment in applying established library principles and procedures to new, different or unusual problems and in determining when assistance of a professional is needed.

10% D. Under direction, supervises employees performing library clerical duties (3.75 FTE); that is, hires, terminates, trains and determines work assignments. Plans work flow and organizes work. Schedules employees to accommodate for the fluctuation in the quantity of binding which occurs at different periods throughout the year (i.e., yearly cumulations are bound in January). Care must be taken to schedule appropriately between, as well as during semesters, since bindery shipments occur year round.

10% E. Is responsible for the expenditure of the annual binding allotment ($90,000 - $120,000). This requires keeping detailed statistics on quantities and types of binding done and insuring that expenditures are evenly distributed throughout the fiscal year. Verifies that contract prices are charged and total amounts are accurate.

10% F. Communicates regularly with the contract binder via telephone or written correspondence or the online binding system. Handles any problems with the binder including correction of unacceptable items, status of unreturned materials, or failure to meet contract specifications. Pursues those items which are unaccounted for by initiating a claim for replacement costs. Sees that dissertations are microfilmed by University Microfilms, checks for items not returned, and corresponds with University Microfilms regarding any problems.

10% G. As an information service, provides assistance to users in securing information or access to information based upon knowledge of tools related to the function of the unit and upon knowledge obtained from performing the duties and responsibilities listed at the LTA II level. Communicates with faculty concerning interpretation of policies.

10% H. Creates, interprets, adapts and verifies complicated library records, such as the bindery record file. Maintains binding records stored in the online binding data base.

10% I. Supervises routine collections maintenance activities including pamphlet binding; repair of mutilated volumes; tip-ins of erratas, indexes, and contents into bound volumes; togic (temporary binding of serials); and velobinding.

J. Assists the Conservation and Serials Librarians in preparing the binding contract for bid letting. Suggests changes in specifications based on previous performance by the vendor holding the contract. Is present at the annual inspection of the premises of the contract binder.

KNOWLEDGE REQUIRED FOR THE JOB

Requires knowledge of how materials will be used to determine the best method of binding. Improper instructions as to method of binding may result in destruction of often irreplaceable library materials. Has a good understanding of the contract binder's procedures and of other binding contract to recognize when special instructions are needed, and to effectively communicate what is wanted by the library.

Requires extensive knowledge of library procedures including forms of main entries and filing rules. Because of frequent contact with other library staff members in resolving problems, a knowledge of the library organizational structure is a necessity.

Requires in-depth knowledge of the online microcomputer system for the preparation of serials for binding. The job requires a considerable amount of mathematical ability in processing invoices and keeping statistical records. A familiarity with common European languages is necessary.

Requires knowledge of the theories and principles of library science in using the following records; the Public Card Catalog, Main Shelf List, Central Serial Record, both the Periodical and Serial Check-in Records, Order Department payment files and Serials Department payment files. Understands the overall library organizational structure including the function of each department and its procedures which is a prerequiste to establishing policies for binding preparation.

RESPONSIBILITY

A. SUPERVISORY CONTROLS

The priorities of the work are determined by the three-week binding cycle. Day-to-day priorities and deadlines are determined by the employee with respect to the binding schedule. Special tasks may be assigned by the Conservation Librarian. Work is closely monitored during initial training, with occasional review after this period.

B. GUIDELINES

There are definite procedures established for the smooth operation of the commercial bindery preparation section. These are outlined in the bindery manual. Established procedures are also governed by the binding contract. This covers specific types of binding, pricing and preparation procedures. However, flexibility is necessary to interpret or modify guidelines to fit individual situations. Independent thought and action are required when solving problems and resolving inconsistencies. Major policy or procedural changes are made in collaboration with the Conservation and Serials Librarians.

DIFFICULTY

A. COMPLEXITY

The employee must insure that all serial and periodical titles are bound with continuity and accuracy. This involves checking various library files and the online binding data base, checking the shelves and previously bound volumes, monitoring the work of the student assistants, and making decision with subject division and Serials Department personnel as to how a particular title should be bound.

Errors occurring in commercial bindery preparation are basically of two types; those which result from unknowingness on the part of the person preparing the materials for binding; and those which occur due to omissions or inconsistencies in the cataloging and check-in procedures. Inconsistencies in titles, call numbers and entries should be discussed with the serials catalogers for clarification and/or correction. The work of student assistants must be monitored to prevent errors of the first type from reoccurring. Errors which occur at the bindery are usually of a "one time only" nature. When certain types persist, it is necessry to work them out with the bindery representative.

Since the actual binding of materials is done by a vendor outside of the university, it is extremely important to check correctness of invoices. Each class of binding must be billed according to the contract price, and records of items not returned must be used to determine that billing is only for items that were received. Invoice totals should match those of the shipment estimate. The procedure for calculating the shipment estimate must be updated from time to time to bring estimates into accordance with actual invoicing procedures.

Binding of the library copies of theses and dissertations requires careful adherence to a step-by-step procedure. The library must be provided with two bound copies of all theses and dissertations and a microfilm copy of all dissertations. Organization is extremely important in order to achieve this.

The employee assigns student assistants to specific responsibilities according to their experience and ability. Training for different facets of binding preparation, marking, and collections maintenance procedures must be done continually as new students are hired and continuing students learn different duties. In addition to the routine functions of the section, the employee must assign special projects and insure that they are completed.

Due to the large volume of materials processed in each shipment, students' work cannot be constantly monitored. Thus, hiring student assistants must be done with care. The employee must be able to judge their inherent abilities and willingness to accept responsibility.

B. SCOPE AND EFFECT

A smooth work flow is essential to insure maximum availability of materials to patrons. Materials which are out of circulation longer than necessary cause library patrons undue frustration, inconvenience and delays in research.

Care must be taken that volumes are bound properly and uniformly and that sound procedures are followed for any physical treatment of library materials. Errors in binding preparation or marking mean ineffectual use of staff time and library funds.

If incorrect invoices are negligently authorized for payment, this decreases the funds available for binding. Payments for services not performed or overcharges can result in substantial losses of library funds.

PERSONAL RELATIONSHIPS

A-B. PERSONAL CONTACTS AND PURPOSE OF CONTACTS

Works closely with the Conservation Librarian and the Library Conservation Technician to insure that binding decisions are made consistently and quality services are received. Works closely with Serials Department staff in verifying the accuracy of binding information. Frequently contacts divisional personnel in charge of binding in order to solve problems they may have in getting materials bound, or in getting them back to the shelves. Works closely with the Catalog Department concerning the binding and processing of new materials.

Comes into contact with professors and graduate students seeking personal binding or department binding services and refers them to the Student Center for processing under the library's binding contract. Courtesy and helpfulness are essential in handling these requests, as this service can be a reflection of library/university relations.

Interacts with the contract binder both routinely, (as in the pick-up and delivery of shipments) or when special problems arise (as when an error occurs in invoicing). Diplomacy, courtesy and a businesslike manner are important in maintaining a good working relationship with the binder.

Works closely with those persons supervised on a daily basis to assign work, discuss corrections, assist in solving problems, or to develop and modify procedures.

ENVIRONMENTAL DEMANDS

A. PHYSICAL REQUIREMENTS

One must be in general good health. Bindery shipments require lifting and moving of heavy boxes that weigh 50-75 pounds. Mobility is a must in checking the various files, checking the stacks, resolving problems, and distributing bound materials.

B. WORK ENVIRONMENT

A generally pleasant atmosphere. At various times in the binding cycle the commercial bindery preparation area becomes crowded with boxes and library materials. Distractions are present due to the presence of numerous student assistants, staff members searching for materials, and divisional student assistants delivering materials to be bound.

INCUMBENT ______________________________ DATE ________

REVIEWED BY ______________________________ DATE ________
Immediate Supervisor

REVIEWED AND APPROVED BY ______________________________ DATE ________
Department Head

INCUMBENT: ______________________ CSN: 2797

PRESENT CLASSIFICATION: Library Technical Assistant III DATE: July 18, 1984

DEPARTMENT: Library Services, Serials Department, Conservation and Binding Section

FUNCTION

To designate and perform conservation treatments on a wide variety of library materials, and organize and supervise the in-house conservation facility.

ORGANIZATIONAL RELATIONSHIP

Director of Library Services

Serials Librarian

Conservation Librarian

Library Conservation Technician (LTA III)

Student Technicians (3.5 FTE)

DUTIES AND RESPONSIBILITIES

20% 1. Assists the Conservation Librarian in developing, implementing, and standardizing techniques and procedures for the physical treatment and protection of the Library's collections in order to maintain curriculum-supporting collections in usable condition and physically preserve materials with permanent research value. Techniques and procedures will be based on state-of-the-art conservation practices using only conservation-quality (permanent/durable) materials and conservationally-sound techniques.

20% 2. Determines and designates treatment for specific items in disrepair or deteriorating in order to return them to usable condition or stabilize their physical condition to preserve historic, bibliographic or artifactual evidence.

40% 3. Executes a wide variety of conservation treatments on materials of permanent research value including repair and stabilization of bound volumes; rebacking/restoration of leather bound volumes; neutralizing and alkalizing of paper (both aqueous and non-aqueous methods); mending, mounting, and matting of flat paper; and a variety of custom protective enclosures for vulnerable, fragile, rare, or unique materials.

10% 4. Hires, trains, and supervises 3.5 FTE student technicians hired to perform conservation procedures on general collections materials and to construct protective enclosures for materials of permanent research value.

10% 5. Assists the Conservation Librarian in maintaining the in-house conservation facility (1250 sq. feet) including maintenance of equipment and tools and selection and organization of supplies.

KNOWLEDGE REQUIRED FOR THE JOB

1. The employee must be thoroughly familiar with the formats of materials collected by libraries and with the deteriorative processes that act on them--environmental, inherent, and as a result of storage, handling, use, and inappropriate treatments performed in the past. This involves knowledge of the physical and chemical makeup of materials, their structure and working properties, and their reaction over time and during the use to stresses placed on them.

2. The employee must be knowledgeable in both conservation theory and practice. Conservation principles (such as the use of only reversible processes) are applied to materials in anticipation of stress, to return materials to usable condition, or to halt deterioration or restore materials as nearly as possible to their former condition. The employee must have a knowledge of state-of-the-art conservation practices (as performed in other research libraries) and be able to adopt and adapt these practices to the needs of Morris Library's collections. This involves knowledge of a wide variety of techniques and procedures, as well as considerable judgement in applying them in the most appropriate manner.

3. The employee must possess superior manual dexterity and exhibit and affinity for work that requires developing craft skills to a high degree. In addition to conservation theory and the selection of specific procedures, the employee must be able to perform treatments smoothly, efficiently, and with precision.

4. The employee must be accomplished at training others in craft/manual procedures--an additional skill to being able to perform proficiently oneself. This involves the ability to break down complicated procedures into steps, justify each step in terms of conservation principles, show why and how the sequence of steps is important, and follow-up with appropriate additional instruction and direction.

5. In addition to a knowledge of conservation principles and techniques, the employee must be thoroughly familiar with the equipment, tools, and supplies required. This involves constant attention to the field of conservation, testing and selection of specific materials for their chemical and physical properties, and calculation of the cost-effectiveness of the materials selected for a specific purpose.

6. Minimum qualifications for this job include a bachelor's degree and supervisory experience and one of the following: 1) two year's experience in an established conservation facility with a multi-faceted conservation program in a research library, archives, or historical repository; or 2) one year's training in an academic conservation program followed by a one year internship in an established conservation facility; or 3) two year's formal training/apprenticeship with an experienced book and paper conservator.

RESPONSIBILITY

1. Supervisory Controls
The Conservation Librarian is responsible for the overall direction and activities of the Conservation Section, while this employee is responsible for implementing activities that involve direct manipulation/treatment of physical items. The Conservation Librarian sets priorities and goals, while this employee arranges procedures, people, workflow, and productivity necessary for attaining the goals. Both work closely together to analyze conservation problems and determine appropriate solutions. This employee is responsible for daily quality control without additional review from the Conservation Librarian, however goal-attainment, productivity, and overall quality are measured by the Conservation Librarian and used to review this employee's job-effectiveness.

2. Guidelines
The employee is guided in general by Morris Library's "Conservation Policy Statement, Section 3, Treatment"--officially adopted in July 1980 by the Library's Administrative Council. Additional guidelines are determined jointly by the Conservation Librarian and the employee as they determine decision-making policies, standard practices, procedures, and techniques for all activities involving direct intervention with a physical item. The employee is directly responsible with guidance from the Conservation Librarian for interpretation of treatment guidelines and details of conservation treatment (including the use of specific equipment, tools, supplies, and the order of steps). Specification for treatment exist in the literature of library and museum conservation and it is the responsibility of the employee to be thoroughly familiar with the state-of-the-art and to recommend changes or adjustments in specific procedures in practice at Morris Library.

DIFFICULTY

1. Complexity
The craft of conservation requires a high level of initial manual dexterity to learn and a continual development and refinement of complex manual skills. As a craftsman and technician, the employee needs to operate with a sureness and smoothness of movement that is only acquired after considerable training and practice and is only maintained with constant exercise of those skills, concentration, and attention to detail.

Most library materials are complex structures composed of materials of different physical and chemical properties which react in disparate ways to storage conditions and the rigors of [illegible]e. The job requires a sensitivity to the craft and materials and an ability to judge and select the correct techniques from a myriad of alternatives.

The employee must also have a sense of the dynamics of the conservation workshop as a functioning whole. Student technicians must be trained to perform tasks in relation to the Library's needs and the Sections's goals. Space, equipment, and supplies must be arranged to maximize workflow, quality, and productivity.

2. Scope and Effect

Properly done, this job will help increase the useful life of curriculum-supporting materials and enhance the long-term preservation of important research materials. Improperly done, irreversible damage can be caused by the choice of an inappropriate treatment or unsuitable material. The effect is conservation and preservation of expensive and irreplaceable library materials versus the loss of materials through neglect, loss of service to patrons through disrepair or deterioration, and the obscuring or obliterating of important bibliographic, historic, or artifactual evidence.

PERSONAL RELATIONSHIPS

Works closely with the Conservation Librarian and the Commerical Bindery Preparation Supervisor to develop and implement the Library's conservation program. Works with the staff (professional and paraprofessional) involved in the Illinois Cooperative Conservation Program and the Midwest Cooperative Conservation Program to exchange information and share space in the Conservation Lab. Maintains contact in person and/or by telephone with persons in the divisional libraries or other departments to clarify procedures, resolve problems, and receive special requests. Deals with suppliers/manufacturers by telephone or correspondence for prices and availability of materials or equipment. Interacts with others in the library conservation profession to exchange ideas and information.

ENVIRONMENTAL DEMANDS

A high degree of manual dexterity is required to do precise cutting measuring, shaping, mounting, etc. Mobility is necessary to operate equipment, arrange supplies, distribute work, and examine items properly. Eyesight is required and the ability to lift at least one large house brick from the opposite side of a table while extended at the waist. Movement in the legs is necessary to operate the board shear, boxboard crimper, and ultrasonic welder. In general, the employee will be standing, reaching, and bending at the work benches, sinks, fume hood, or equipment most of the day. An ability to concentrate in a distracting environment is mandatory because of the number of employees in one large room (up to twelve at one time) and because of the noise of different jobs being performed, machines being used, and discussions ensuing.

THE GENERAL LIBRARIES
THE UNIVERSITY OF TEXAS AT AUSTIN

Austin, Texas 78713-7330

16 February 1985

Ms. Myra Jo Moon
Preservation Librarian
Colorado State University Libraries
Fort Collins, CO 80523

Dear Ms. Moon:

Enclosed is a slightly out-of-date organization chart. The relationships shown for the Conservation Coordinator and Book Repair and Binding still obtain. Also enclosed is a job description for Conservation Coordinator. Unfortunately this position is frozen at the moment; we hope for a speedy thaw.

You asked also for a rationale of the organization we have chosen. First, I must say that I find it organizationally preferable for Book Repair and Binding to report to the Conservation Coordinator rather than to someone in another division. However, for local reasons reporting lines are not being changed at this time. Generally, I see the conservation/preservation function as being more closely allied to Collection Development, where decisions are customarily made on an item-by-item basis and relate to the intellectual content of the publication, rather than in Bibliographic Control, where customarily high volume production and the reduction of differences among individual items are primary concerns. Of course this states the two views as extremes, and while we are not likely to encounter either in such "pure" forms in real life, we can still recognize a really fundamental difference in approach.

Ideally a preservation officer has some line authority, usually for book repair and binding, but often for end processing and preservation microfilming, as well. Line staff in sufficient numbers, by providing flexibility for preservation manpower, will enable the preservation officer to achieve desired goals more quickly. But I have never held absolutist views on library organization; it is possible to achieve the same goals under several different types of organization. The ultimate test is whether it works.

Sincerely,

Carolyn Bucknall

Carolyn Bucknall
Assistant Director
for Collection Development

CB/gb

THE UNIVERSITY OF TEXAS AT AUSTIN
THE GENERAL LIBRARIES
AUSTIN, TEXAS 78712-7330

21 September 1984

CONSERVATION COORDINATOR

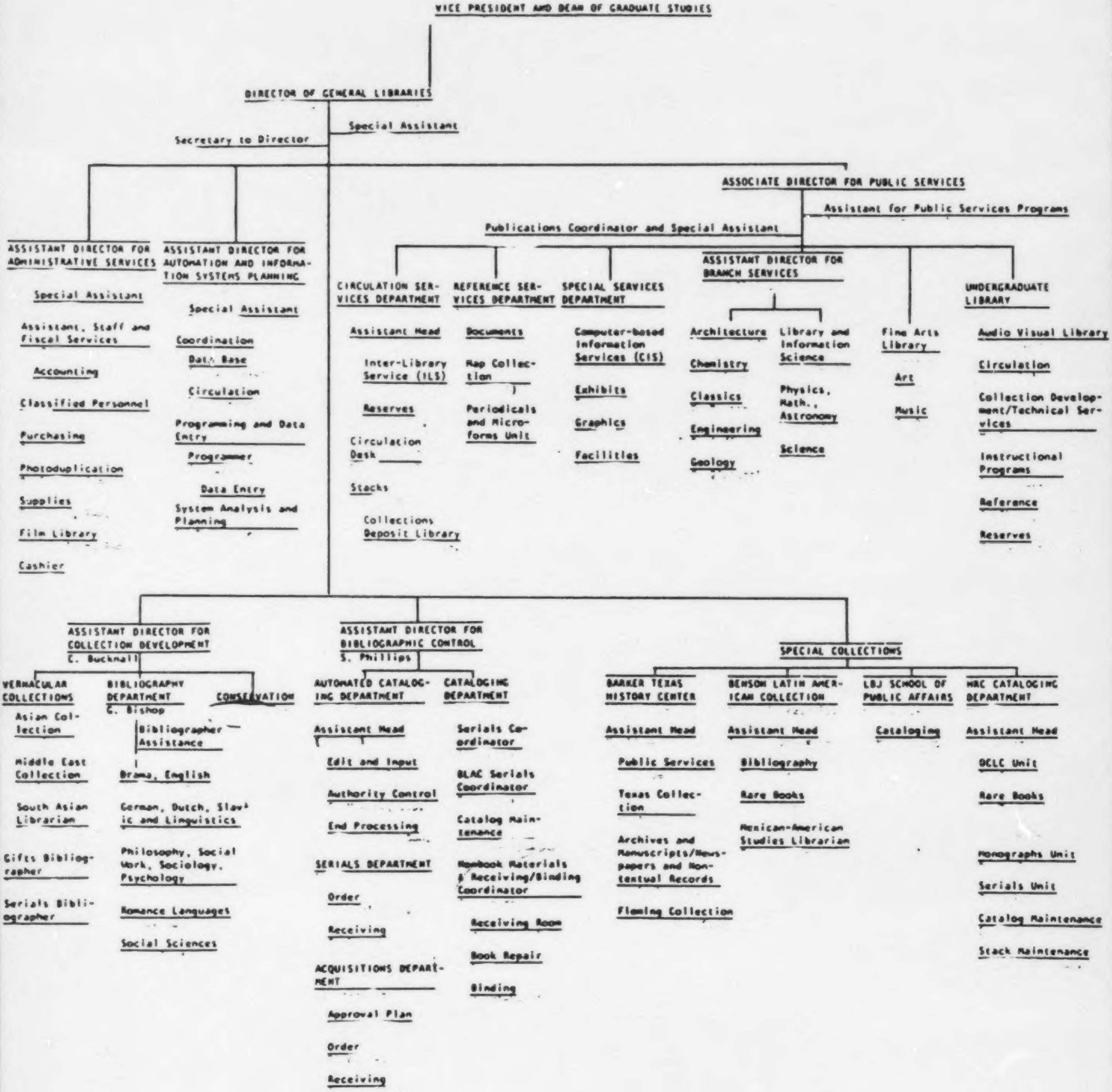
To direct a preservation program covering paper-based library materials and a full range of other media in the General Libraries (a large research library consisting of a central research collection, an undergraduate library, eight branch libraries, a storage library and five special collections). The Conservation Coordinator plans and coordinates preservation/conservation activities in all these collections; must frequently review and evaluate the standards, materials and techniques used in other administrative units of library.

Typical program concerns are the physical preparation and care of materials (including handling and storage, monitoring and improving environmental conditions, and disaster preparedness and prevention); the evaluation, expansion and improvement of preservation options (such as replacement, microfilming, and conservation or maintenance treatments); identification of materials needing preservation and determination of the most appropriate preservation option; staff training on preservation procedures; and user education on library preservation issues.

Also, to head the Disaster Action Team, work with the library's Preservation Committee, act as General Libraries liaison with other preservation agencies on the UT-Austin campus and maintain good communication with preservation program officers in other institutions. Reports to the assistant director for collection development.

Qualifications: MLS from an ALA-accredited program and significant experience in a research library preservation/conservation program required. Must have demonstrated familiarity with current conservation techniques and the skills and attributes necessary for successful performance in the consultative mode. Tact, flexibility and strong analytical and communication skills are particularly desired.

THE UNIVERSITY OF TEXAS AT AUSTIN
GENERAL LIBRARIES


VICE PRESIDENT AND DEAN OF GRADUATE STUDIES
DIRECTOR OF GENERAL LIBRARIES
Special Assistant
Secretary to Director
ASSOCIATE DIRECTOR FOR PUBLIC SERVICES
Assistant for Public Services Programs
Publications Coordinator and Special Assistant
ASSISTANT DIRECTOR FOR ADMINISTRATIVE SERVICES
Special Assistant
Assistant, Staff and Fiscal Services
Accounting
Classified Personnel
Purchasing
Photoduplication
Supplies
Film Library
Cashier
ASSISTANT DIRECTOR FOR AUTOMATION AND INFORMATION SYSTEMS PLANNING
Special Assistant
Coordination
Data Base
Circulation
Programming and Data Entry
Programmer
Data Entry
System Analysis and Planning
CIRCULATION SERVICES DEPARTMENT
Assistant Head
Inter-Library Service (ILS)
Reserves
Circulation Desk
Stacks
Collections Deposit Library
REFERENCE SERVICES DEPARTMENT
Documents
Map Collection
Periodicals and Microforms Unit
SPECIAL SERVICES DEPARTMENT
Computer-based Information Services (CIS)
Exhibits
Graphics
Facilities
ASSISTANT DIRECTOR FOR BRANCH SERVICES
Architecture
Chemistry
Classics
Engineering
Geology
Library and Information Science
Physics, Math., Astronomy
Science
Fine Arts Library
Art
Music
UNDERGRADUATE LIBRARY
Audio Visual Library
Circulation
Collection Development/Technical Services
Instructional Programs
Reference
Reserves
ASSISTANT DIRECTOR FOR COLLECTION DEVELOPMENT
C. Bucknall
VERNACULAR COLLECTIONS
Asian Collection
Middle East Collection
South Asian Librarian
Gifts Bibliographer
Serials Bibliographer
BIBLIOGRAPHY DEPARTMENT
C. Bishop
Bibliographer Assistance
Drama, English
German, Dutch, Slavic and Linguistics
Philosophy, Social Work, Sociology, Psychology
Romance Languages
Social Sciences
CONSERVATION
ASSISTANT DIRECTOR FOR BIBLIOGRAPHIC CONTROL
S. Phillips
AUTOMATED CATALOGING DEPARTMENT
Assistant Head
Edit and Input
Authority Control
End Processing
SERIALS DEPARTMENT
Order
Receiving
ACQUISITIONS DEPARTMENT
Approval Plan
Order
Receiving
CATALOGING DEPARTMENT
Serials Coordinator
BLAC Serials Coordinator
Catalog Maintenance
Nonbook Materials & Receiving/Binding Coordinator
Receiving Room
Book Repair
Binding
SPECIAL COLLECTIONS
BARKER TEXAS HISTORY CENTER
Assistant Head
Public Services
Texas Collection
Archives and Manuscripts/Newspapers and Nontextual Records
Fleming Collection
BENSON LATIN AMERICAN COLLECTION
Assistant Head
Bibliography
Rare Books
Mexican-American Studies Librarian
LBJ SCHOOL OF PUBLIC AFFAIRS
Cataloging
HRC CATALOGING DEPARTMENT
Assistant Head
OCLC Unit
Rare Books
Monographs Unit
Serials Unit
Catalog Maintenance
Stack Maintenance

April 1, 1983

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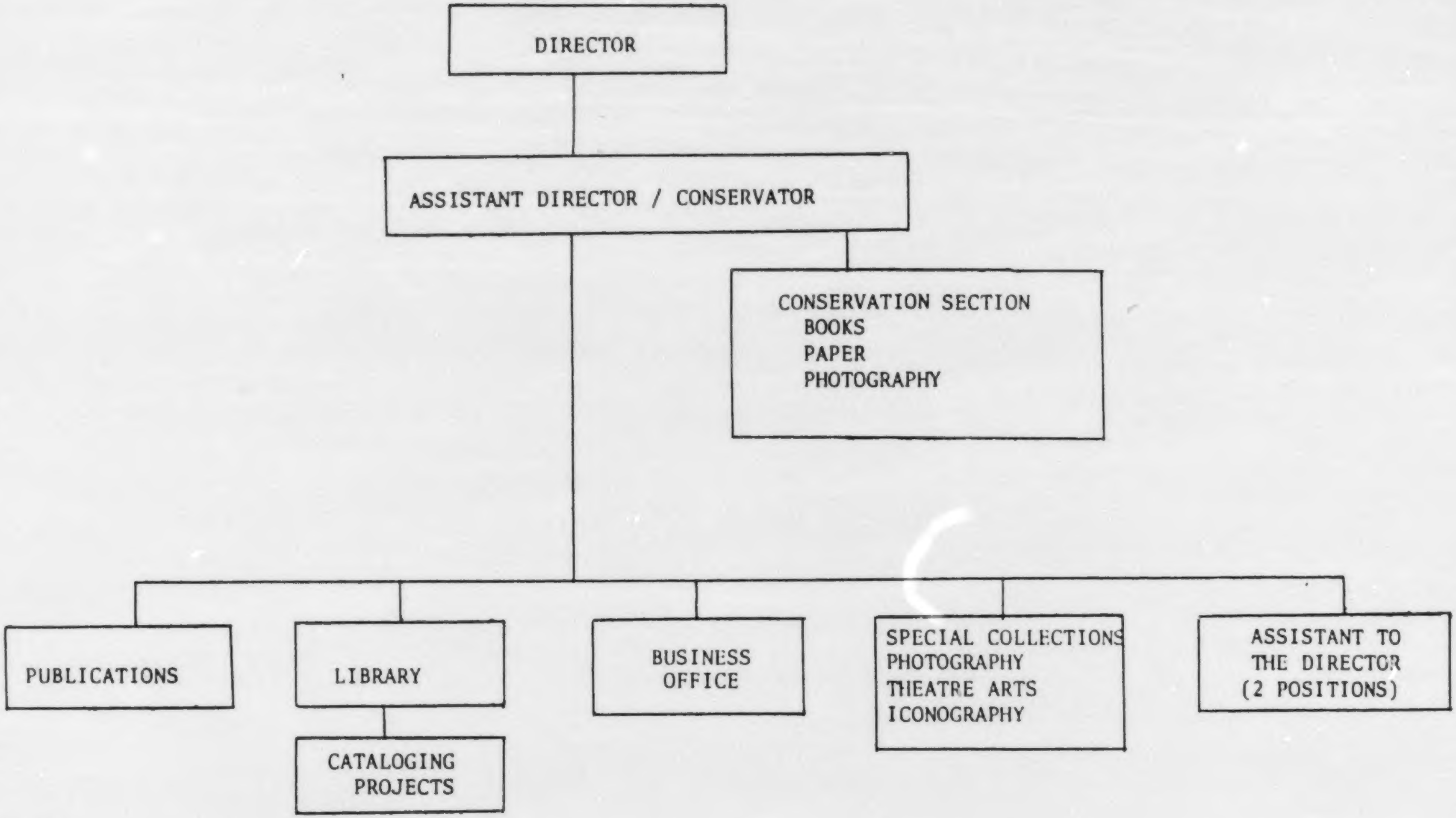
HUMANITIES RESEARCH CENTER

ORGANIZATION CHART


DIRECTOR
ASSISTANT DIRECTOR / CONSERVATOR
CONSERVATION SECTION
BOOKS
PAPER
PHOTOGRAPHY
PUBLICATIONS
LIBRARY
CATALOGING PROJECTS
BUSINESS OFFICE
SPECIAL COLLECTIONS
PHOTOGRAPHY
THEATRE ARTS
ICONOGRAPHY
ASSISTANT TO THE DIRECTOR (2 POSITIONS)

CONSERVATOR

Supervision Received

Incumbents work under the general supervision of the Head, Rare Book/Paper/Photographic Conservation Section and receive the most complex and valuable (with values ranging up to hundreds of thousands of dollars) materials, including tasks which may be partially or wholly experimental and which may require collaborative work with the scientist on the staff of the Conservation Laboratory and with the Conservation Officer.

Major Duties

Incumbents at this level are required to have an advanced knowledge of conservation chemistry and materials science and related practical techniques. They should be capable of and have demonstrated ability to solve, independently, complex chemical/technical problems in advanced book and paper or photographic conservation. In addition, a thorough knowledge of the history of conservation and the technical aspects of paper, vellum, leather and other conservation materials is required. Most incumbents will be expected to have a Master's degree or its European equivalent in bookbinding or art conservation, or have in-depth experience as a substitute for the advanced degree. At this level, a greater degree of specialization is likely, with incumbents developing expertise in one or more specialties of conservation relative to library artifacts.

1. Incumbents must be capable of performing all the tasks performed by conservators of lower grades but are assigned those materials which are of extreme rarity or value, or which show such unusually complex problems that they cannot be entrusted to less skilled or less knowledgeable conservators. Additional tasks include the treatment and consolidation of fragile and unusually delicate materials usually (but not always) on early books, oriental paper and binding, re-orientation of vellum manuscripts, or similar problems of unusual complexity.

2. Performs a variety of chemical and analytical tests on library materials. Tests for the stability of inks, pigments or images. Often works directly with supervisory staff of the Conservation Office in developing improved conservation methods which include more precise and analytical testing procedures.

3. Restores and conserves materials bearing vulnerable information. This may include the intensification of faded images and the fixing of ink components. In especially difficult cases, works cooperatively with the scientist in the Conservation Office to solve these and related problems.

4. May assist visiting scholars in the study and examination of manuscripts, photographs and rare book bindings in the library's collections.

5. Has a knowledge of microscopy and the principles of materials identification and uses such knowledge to analyze the constituents of artifacts. On occasion, may assist in research projects involving the identification and dating of library materials. May also be required to assist in conducting technical surveys of special collections.

6. Has a thorough knowledge of the environmental conditions under which library materials should be housed and exhibited; the effects of temperature, humidity, light and other environmental factors on paper, leather, inks and book structures; and of the most sophisticated and complex preventive preservation methods.

7. Uses photographic equipment of several types in the photographic examination and recording of data on the conservation of rare and valuable materials, in cases where the camera can only be used by the trained eye of a library conservator.

8. Performs all work in conformance with procedures and standards established by the Conservation Officer.

9. Performs related work and special projects as directed. This will include special responsibilities assigned to the incumbent in preventive conservation programs.

10. As assigned, assists in the training and instruction of other conservators.

Equipment Used

Binocular and compound microscopes. B-radiographic equipment, photographic equipment of several types, ultraviolet and infrared examination chambers, spectrophotometer, analytical balances. Ultrasonic and impact scales, pH meter, moisture meter, environmental monitoring instruments, conductivity meter, board and mat cutter, guillotine, gluing machine, rounding and backing machine, blocking machine, and heat-setting devices, and related machinery requiring similar or advanced skills not mentioned above.

ASSISTANT CONSERVATOR I

Supervision Received

Under the direct supervision of the Head, Rare Book/Paper/Photographic Conservation Section, who assigns work, determines specific techniques and treatments or methods to be used, and provides further instructions as required, the incumbent carries out basic and often repetitive operations requiring low to moderate skill in conservation techniques.

Major Duties

1. Performs a variety of conservation tasks requiring a fundamental knowledge of the nature of paper, photographic or book materials and structures and elementary conservation chemistry, as well as a high degree of manual dexterity, on a wide variety of artifacts. These tasks include dry cleaning; preparation for aqueous and non-aqueous treatments; elementary repair techniques and housing construction. May also wash, size, and wet clean non-critical materials of normal dimensions, e.g., leaves and sections from books and manuscript leaves to be preserved in bound form.

2. Understands the basic chemistry and elementary characteristics of adhesives used in conservation work and uses this knowledge in various tasks related to mending, reinforcing, guarding, hinging and assembly of basic structures and restoration.

3. Cuts and prepares component boards, paper, polyester film, nonwoven plastics, cloth and other materials for the restoration and housing of artifacts to be preserved.

4. Performs all such work in conformance with procedures and standards established by the Conservation Officer. By attendance at special classes, seminars, and demonstrations established for the training of first-level conservators and by independent study, seeks to increase his knowledge of the basic scientific and technical aspects of paper, photographic or book conservation and to master the manual skills required.

5. Assumes responsibility for the conservation and aesthetic safety of all materials entrusted to him by the skill and care with which he undertakes various conservation tasks and by calling to the immediate attention of the supervisor any unexpected or unusual situations encountered during treatment of the materials upon which he works.

6. Performs work related to the Conservation Office policy of preventive conservation, including cooperation with curatorial and library staff.

Equipment Used

Polyweld and ultrasonic sealing machines and heat-setting devices, environmental monitoring instruments, board choppers, mat cutters, hand presses, and related equipment requiring technical and manipulative operating skills.

ASSISTANT CONSERVATOR II

Supervision Received

Under the general supervision of the Head, Rare Books/Paper/Photographic Conservation Section, who assigns the work and specifies the treatments to be used, especially those of a difficult nature, carries out techniques requiring moderate to advanced skills requiring an in-depth knowledge of conservation/restoration techniques in the conservation of library materials.

Major Duties

1. Performs a wide variety of conservation tasks requiring moderate to well-developed skills and a knowledge of the basic chemistry of conservation. Many tasks include those performed at the Assistant Conservator I level, but incumbents are assigned more delicate, fragile, difficult and/or valuable materials by the supervisor. Other, and more difficult tasks include the removal of stains by chemical reduction or complexing, aqueous and non-aqueous deacification and alkaline buffering to arrest and contain the deterioration of paper. May wash, size, and wet-clean paper requiring the advanced skills of experienced and responsible personnel.

2. Conducts chemical and physical tests on a wide variety of materials, including for example, pH tests using standard TAPPI procedures, tests for media stability, titration tests for deacidification solutions, tests for lignin content, stain identification, water absorbency and changes in dimensional stability. Performs special tests devised or authorized by the Conservation Officer.

3. In addition to elementary paper mending or binding techniques, understands and uses more advanced repair methods. Understands and carries out techniques for lining, reinforcing, and supporting paper or photographic artifacts or, in the Rare Book Section, carries out and constructs bindings in limp, semi-limp, and "in board" binding, requiring a well-developed appreciation for the balance of binding structures and harmony of materials.

4. Understands the chemistry of adhesives and the science of materials commonly used in conservation work and the uses of such adhesives and materials in the conservation and restoration of library artifacts.

5. Understands the principles of image or media stabilization and carries out stabilization procedures on items of limited value and moderate technical difficulty.

6. Under supervision, disbinds or disassembles materials often in deteriorated condition and records the condition and structure of previous configuration; may prepare items for restoration work by more advanced restorers. Reconstructs materials in original or modified form requiring a moderate knowledge of structure and restoration practices.

7. Understands and follows the Conservation Office control system for materials analysis, and performs all techniques and instructions indicated without further assistance.

8. Performs all work in conformance with procedures and standards established by the Conservation Officer. By attendance at special classes, seminars, and demonstrations established by the training of conservators and by independent study, seeks to improve his knowledge of the basic scientific and technical aspects of conservation and his mastery of the technical skills and general philosophy associated with the subject.

9. Assumes responsibility for the conservation and aesthetic safety of all materials entrusted to him by the skill and care with which he undertakes various conservation tasks and by calling to the immediate attention of the supervisor any unexpected or unusual situations encountered during treatments.

10. Performs work related ot the Conservation Office policy of preventive conservation.

Equipment Operated

Ultrasonic and impact sealers, environmental monitoring instruments, pH meters, moisture meter, binocular microscopes, board and mat cutters, paring machines, guillotine, drills, gluing machine and heat-setting devices, and related machinery requiring similar operator skills.

SENIOR BOOK CONSERVATOR

Supervision Received

Incumbents work under the general supervision of the Chief Conservation Officer and receive the most complex and valuable (with values ranging up to hundreds of thousands of dollars) materials, including tasks which may be partially or wholly experimental and which may require collaborative work with the scientist on the staff of the Conservation Laboratory and with the Conservation Officer.

Major Duties

Incumbents at this level are required to have an advanced knowledge of conservation chemistry and materials science and related practical techniques. They should be capable of and have demonstrated ability to solve, independently, complex chemical/technical problems in advanced book conservation. The incumbent will also be responsible for supervising the work of the Book Conservation Lab and coordinating the conservation effort relative to all bound materials within the various curatorial units of the Humanities Research Center. In addition, a thorough knowledge of the history of conservation and the technical aspects of paper, vellum, leather and other conservation materials is required. Most incumbents will be expected to have a Master's degree or its European equivalent in book conservation, or have in-depth experience as a substitute for the advanced degree. At this level, a greater degree of specialization is likely, with incumbents developing expertise in one or more specialties of conservation relative to library artifacts.

1. Incumbents must be capable of performing all the tasks performed by conservators of lower grades but are assigned those materials which are of extreme rarity or value, or which show such unusually complex problems that they cannot be entrusted to less skilled or less knowledgeable conservators. Additional tasks include the treatment and consolidation of fragile and unusually delicate materials usually (but not always) on early books, oriental paper and binding, re-orientation of vellum manuscripts, or similar problems of unsual complexity.

2. Performs a variety of chemical and analytical tests on library materials. Tests for the stability of inks, pigments or images. Often works directly with supervisory staff of the Conservation Office in developing improved conservation methods which include more precise and analytical testing procedures.

3. Restores and conserves materials bearing vulnerable information. This may include the intensification of faded images and the fixing of ink components. In especially difficult cases, works cooperatively with the scientist in the Conservation Office to solve these and related problems.

4. May assist visiting scholars in the study and examination of manuscripts, photographs and rare book bindings in the library's collections.

5. Has a knowledge of microscopy and the principles of materials identification and uses such knowledge to analyze the constituents of artifacts. On occasion, may assist in research projects involving the identification and dating of library materials. May also be required to assist in conducting technical surveys of special collections.

6. Has a thorough knowledge of the environmental conditions under which library materials should be housed and exhibited; the effects of temperature, humidity, light and other environmental factors on paper, leather, inks and book structures; and of the most sophisticated and complex preventive preservation methods.

7. Uses photographic equipment of several types in the photographic examination and recording of data on the conservation of rare and valuable materials, in cases where the camera can only be used by the trained eye of a library conservator.

8. Performs all work in conformance with procedures and standards established by the Conservation Officer.

9. Performs related work and special projects as directed. This will include special responsibilities assigned to the incumbent in preventive conservation programs.

10. As assigned, assists in the training and instruction of other conservators.

Equipment Used

Binocular and compound microscopes. B-radiographic equipment, photographic equipment of several types, ultraviolet and infrared examination chambers, spectrophotometer, analytical balances. Ultrasonic and impact scales, pH meter, moisture meter, environmental monitoring instruments, conductivity meter, board and mat cutter, guillotine, gluing machine, rounding and backing machine, blocking machine, and heat-setting devices, and related machinery requiring similar or advanced skills not mentioned above.

SENIOR PAPER CONSERVATOR

Supervision Received

Incumbents work under the general supervision of the Chief Conservation Officer and receive the most complex and valuable (with values ranging up to hundreds of thousands of dollars) materials, including tasks which may be partially or wholly experimental and which may require collaborative work with the scientist on the staff of the Conservation Laboratory and with the Conservation Officer.

Major Duties

Incumbents at this level are required to have an advanced knowledge of conservation chemistry and materials science and related practical techniques. They should be capable of and have demonstrated ability to solve, independently, complex chemical/technical problems in advanced paper conservation. The incumbent will also be responsible for supervising the work of the Paper Conservation Lab and coordinating the conservation effort relative to flat paper artifacts within the various curatorial units of the Humanities Research Center. In addition, a thorough knowledge of the history of conservation and the technical aspects of paper, vellum, leather and other conservation materials is required. Most incumbents will be expected to have a Master's degree or its European equivalent in paper or art conservation, or have in-depth experience as a substitute for the advanced degree. At this level, a greater degree of specialization is likely, with incumbents developing expertise in one or more specialties of conservation relative to library artifacts.

1. Incumbents must be capable of performing all the tasks performed by conservators of lower grades but are assigned those materials which are of extreme rarity or value, or which show such unusually complex problems that they cannot be entrusted to less skilled or less knowledgeable conservators. Additional tasks include the treatment and consolidation of fragile and unusually delicate materials, re-orientation of vellum manuscripts, or similar problems of unusual complexity.

2. Performs a variety of chemical and analytical tests on library materials. Tests for the stability of inks, pigments or images. Often works directly with supervisory staff of the Conservation Office in developing improved conservation methods which include more precise and analytical testing procedures.

3. Restores and conserves materials bearing vulnerable information. This may include the intensification of faded images and the fixing of ink components. In especially difficult cases, works cooperatively with the scientist in the Conservation Office to solve these and related problems.

4. May assist visiting scholars in the study and examination of manuscripts, print, drawings and maps in the library's collections.

5. Has a knowledge of microscopy and the principles of materials identification and uses such knowledge to analyze the constituents of artifacts. On occasion, may assist in research projects involving the identification and dating of library materials. May also be required to assist in conducting technical surveys of special collections.

6. Has a thorough knowledge of the environmental conditions under which library materials should be housed and exhibited; the effects of temperature, humidity, light and other environmental factors on paper, leather, inks and book structures; and of the most sophisticated and complex preventive preservation methods.

7. Uses photographic equipment of several types in the photographic examination and recording of data on the conservation of rare and valuable materials, in cases where the camera can only be used by the trained eye of a library conservator.

8. Performs all work in conformance with procedures and standards established by the Conservation Officer.

9. Performs related work and special projects as directed. This will include special responsibilities assigned to the incumbent in preventive conservation programs.

10. As assigned, assists in the training and instruction of other conservators.

Equipments Used

Binocular and compound microscopes. B-radiographic equipment, photographic equipment of several types, ultraviolet and infrared examination chambers, spectrophotometer, analytical balances. Ultrasonic and impact scales, pH meter, moisture meter, environmental monitoring instruments, conductivity meter, board and mat cutter, guillotine, gluing machine, rounding and backing machine, blocking machine, and heat-setting devices, and related machinery requiring similar or advanced skills not mentioned above.

sterling c. evans library
texas a&m university
college station, texas 77843-5000
713-845-8111

January 25, 1985

Ms. Myra Jo Moon
Preservation Librarian
Colorado State University Libraries
Fort Collins, CO 80523

Dear Ms. Moon:

Enclosed is information on Texas A&M University Library's Preservation/Conservation program that you have permission to use for the SPEC Kit that you are compiling.

Here is the rational for including the P/C Unit within Resource Development, rather than in Special Collections, as part of the Binding Department, or within some other unit: Resource Development is responsible for bibliographic searching, approving faculty selections, strengthening the collection, and administering the Library's approval plans. Three librarians are assigned overall responsibilities in the areas of Science/Technology, Social Sciences, and Humanities. When I proposed this unit, I felt that it should be part of Resource Development because collection management decisions would be involved. Decisions to withdraw replace, or conserve material were best made, I felt, by those librarians charged with subject collection responsibilities. It was also convenient for us to coordinate with the Binding Department due to a close physical proximity with that unit. Preservation/Conservation responsibilities here include not only decisions on old material, but new, incoming material as well. All new acquisitions flow through Resource Development, and each paperback is checked to determine what type of binding, if any, will be provided.

An effort is also made to systematically review subject collections for preservation/conservation decisions. When a subject collection is earmarked for strengthening, the P/C unit inventories each book from the shelflist. Missing books are noted, and replacement decisions made. Those books requiring conservation are pulled. Unnecessary duplicates are withdrawn. The P/C librarian thus coordinates decision-making with the division's other librarians.

As you see from the above, our P/C unit revolves around collection management decisions, and thus fits nicely into the Resource Development Division. I hope this explanation satisfactorily explains the organizational structure of the preservation/conservation function at Texas A&M University Library.

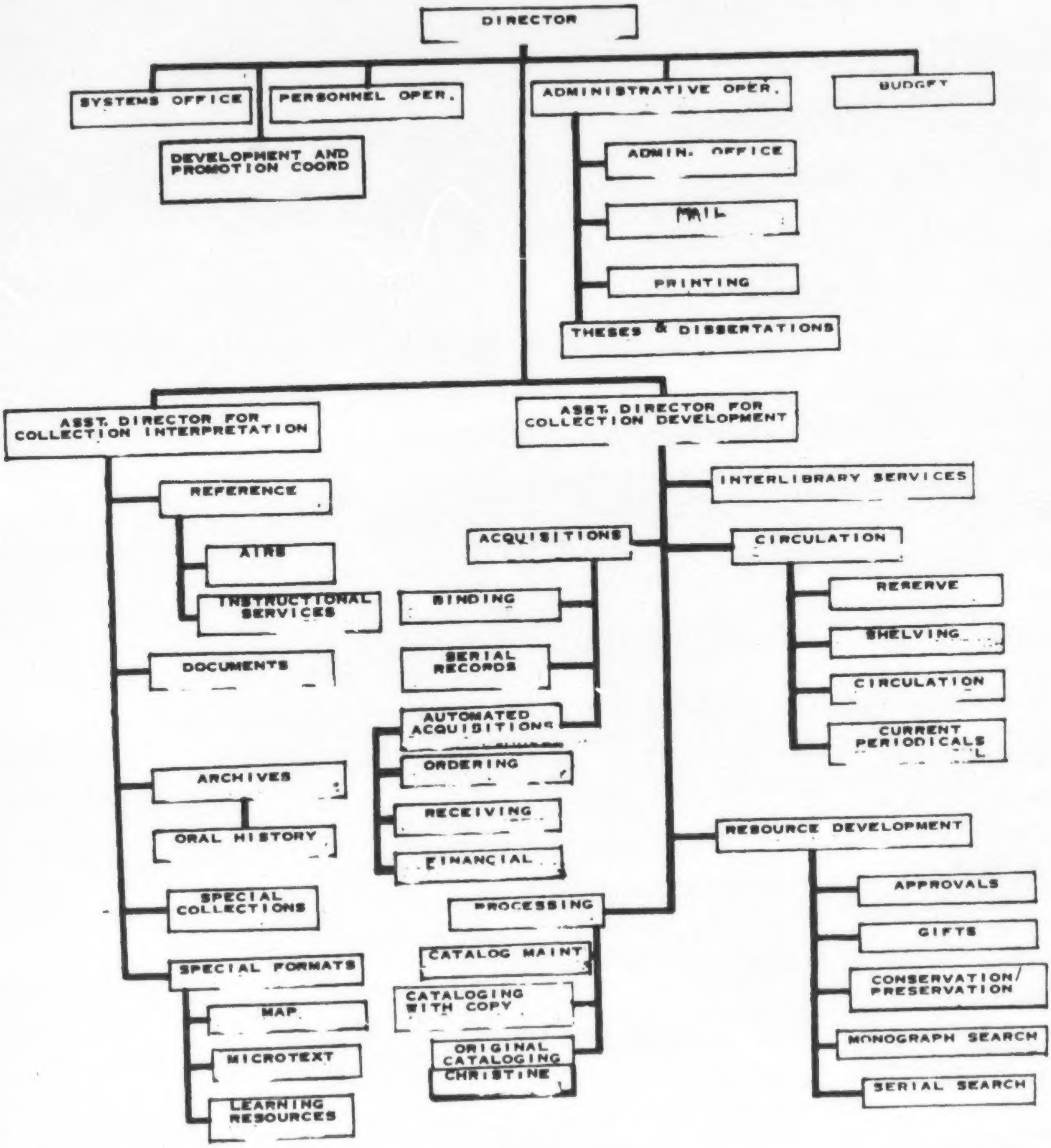
Sincerely,

Stanley P. Hodge

Stanley P. Hodge, Head
Resource Development Div.

SPH:jm

TEXAS A&M UNIVERSITY LIBRARY


DIRECTOR
SYSTEMS OFFICE
PERSONNEL OPER.
ADMINISTRATIVE OPER.
BUDGET
DEVELOPMENT AND PROMOTION COORD
ADMIN. OFFICE
MAIL
PRINTING
THESES & DISSERTATIONS
ASST. DIRECTOR FOR COLLECTION INTERPRETATION
ASST. DIRECTOR FOR COLLECTION DEVELOPMENT
REFERENCE
AIRS
INSTRUCTIONAL SERVICES
DOCUMENTS
ARCHIVES
ORAL HISTORY
SPECIAL COLLECTIONS
SPECIAL FORMATS
MAP
MICROTEXT
LEARNING RESOURCES
INTERLIBRARY SERVICES
ACQUISITIONS
BINDING
SERIAL RECORDS
AUTOMATED ACQUISITIONS
ORDERING
RECEIVING
FINANCIAL
CIRCULATION
RESERVE
SHELVING
CIRCULATION
CURRENT PERIODICALS
RESOURCE DEVELOPMENT
APPROVALS
GIFTS
CONSERVATION/ PRESERVATION
MONOGRAPH SEARCH
SERIAL SEARCH
PROCESSING
CATALOG MAINT
CATALOGING WITH COPY
ORIGINAL CATALOGING
CHRISTINE

TELEPHONE NUMBERS

ACQUISITIONS	1342
ADMINISTRATION	8111
ADM. OPERATIONS	8111
AIRS	5741
APPROVALS	8850
ARCHIVES	7875
ADCD	8111
ADCI	8111
BINDING	1342
BUDGET	8712
CAT. MAINT	8157

CATALOGING w/ COPY	8157
CIRCULATION	3731
CONSERV/PRESERVATION	8850
CURRENT PERIODICALS	4833
DOCUMENTS	2551
GIFTS	8850
INSTR SERVICES	5741
INTERLIBRARY SERV.	5641
LEARNING RESOURCES	2316
MAIL	2545
MAP	1024
MICROTEXT	1952
MONOGRAPH SEARCH	8850
MONOGRAPHIC ACQ.	1342
ORAL HISTORY	1815

ORIG. CATALOGING	8157
PERSONNEL OPR.	8111
PRINTING	2545
PROCESSING	8157
REFERENCE	5741
RESERVE	3122
RESOURCE DEV.	8050
SERIAL ACQ.	1342
SERIAL RECORDS	1342
SERIAL SEARCH	8850
SHELVING	3731
SPEC. COLLECTIONS	1951
SPECIAL FORMATS	1952
SYSTEMS OFFICE	8111
TECHNICAL REPORTS	2551
THESES & DISSERT	2225
STR. GRANT	8850

6/84

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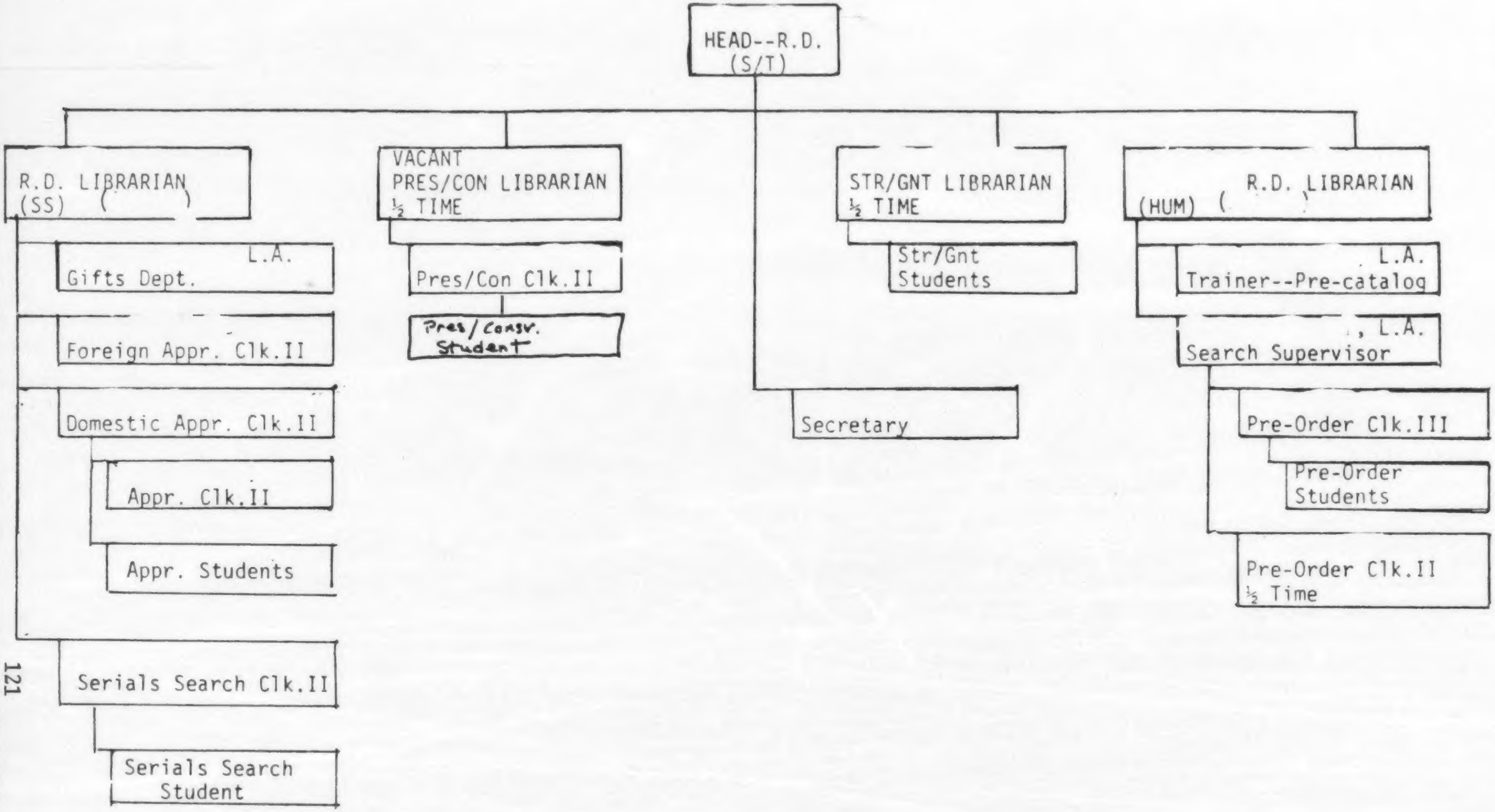

HEAD--R.D. (S/T)
R.D. LIBRARIAN (SS) ( )
Gifts Dept. L.A.
Foreign Appr. Clk.II
Domestic Appr. Clk.II
Appr. Clk.II
Appr. Students
Serials Search Clk.II
Serials Search Student
VACANT PRES/CON LIBRARIAN ½ TIME
Pres/Con Clk.II
Pres/Consv. Student
STR/GNT LIBRARIAN ½ TIME
Str/Gnt Students
Secretary
R.D. LIBRARIAN (HUM) ( )
L.A. Trainer--Pre-catalog
, L.A. Search Supervisor
Pre-Order Clk.III
Pre-Order Students
Pre-Order Clk.II ½ Time

BEST COPY AVAILABLE

University of Virginia Library

Preservation

The organizational responsibility for preservation activities is decentralized at the University of Virginia Library. Within our two special collections departments--Rare Books and Manuscripts--there are ongoing in-house preservation efforts as well as a modest program of treatment by outside conservators. Our Collection Development Department is responsible for decision-making in such matters as replacement purchases and preservation microfilming. The Acquisitions Section, a subdivision of Collection Development, prepares materials for microfilming; however, we have had relatively few titles microfilmed in recent years. Within our Circulation Department is a unit responsible for preparing materials for commercial binding, for providing in-house binding for pamphlets and certain paperbacks, and for mending items from the circulating collections. This unit carries out this responsibility for twelve branch libraries in addition to Alderman; however, two of the larger branch libraries also have staff trained to perform minor repairs. Also within the Circulation Department is the Stacks Supervisor unit, responsible not only for shelving materials but also for sending these volumes for decisions regarding withdrawal, replacement, or treatment. Each branch library has its own stacks supervisor role, though in our smaller branch libraries one indivudual carries out this and many other responsibilities.

For several years now, there has been a ceiling imposed on the number of positions and the Library has been unable to obtain any new positions. Because of this, we have been unable to establish the position of "preservation administrator" and have continued, instead, with the arrangement wherein several departments each perform certain preservation tasks. At the top management level, our preservation efforts have been focused on obtaining funding for an environmental control system in the main library. These efforts have paid off and construction of the system will begin in August 1985.

February 1985

Preservation
Yale University Library
New Haven Connecticut 06520

January 28, 1985

Irene Godden
Collection Development
Colorado State University Library
FortCollins, CO 80523

Dear Irene:

I enclose the documents from the Yale Preservation program which you requested. However, rather than dig out the incomplete memoranda on the rationale for locating the Department where it is in the organization of the library, I will simply give it below.

The Preservation Office was established in 1971 with one part-time librarian running it. It was started largely because of the interest of the Head of the Circulation Department so that the problem of the deteriorated materials in the stacks could be addressed. From 1971 through 1977, the Office continued as part of the Circulation Department within Public Services at Yale with the Preservation Librarian reporting to the Head of Circulation. The Conservation Studio was established in 1973 with the Head reporting directly to the Head of Technical Services. Upon the retirement of the Head of the Binding Department in 1977, the two units were merged, and the Preservation Librarian became Head of the Preservation and Preparations Department. The Binding Department Head had reported directly to the Head of Technical Services, and at this time the affiliation of both units was with Technical Services with the Head reporting directly to the Head of TS. In 1979, the hands-on repair section of the Preparations Division was transferred to Conservation. In 1983, all three units were merged under the Head Librarian for Preservation, so that Preservation, Conservation, and Preparations are all divisions within the Preservation Department. This Department is on an equivalent organizational footing with Cataloging and Acquisitions, and its Head reports directly to the Head of Technical Services.

Good luck with your gathering.

Sincerely,

Gay

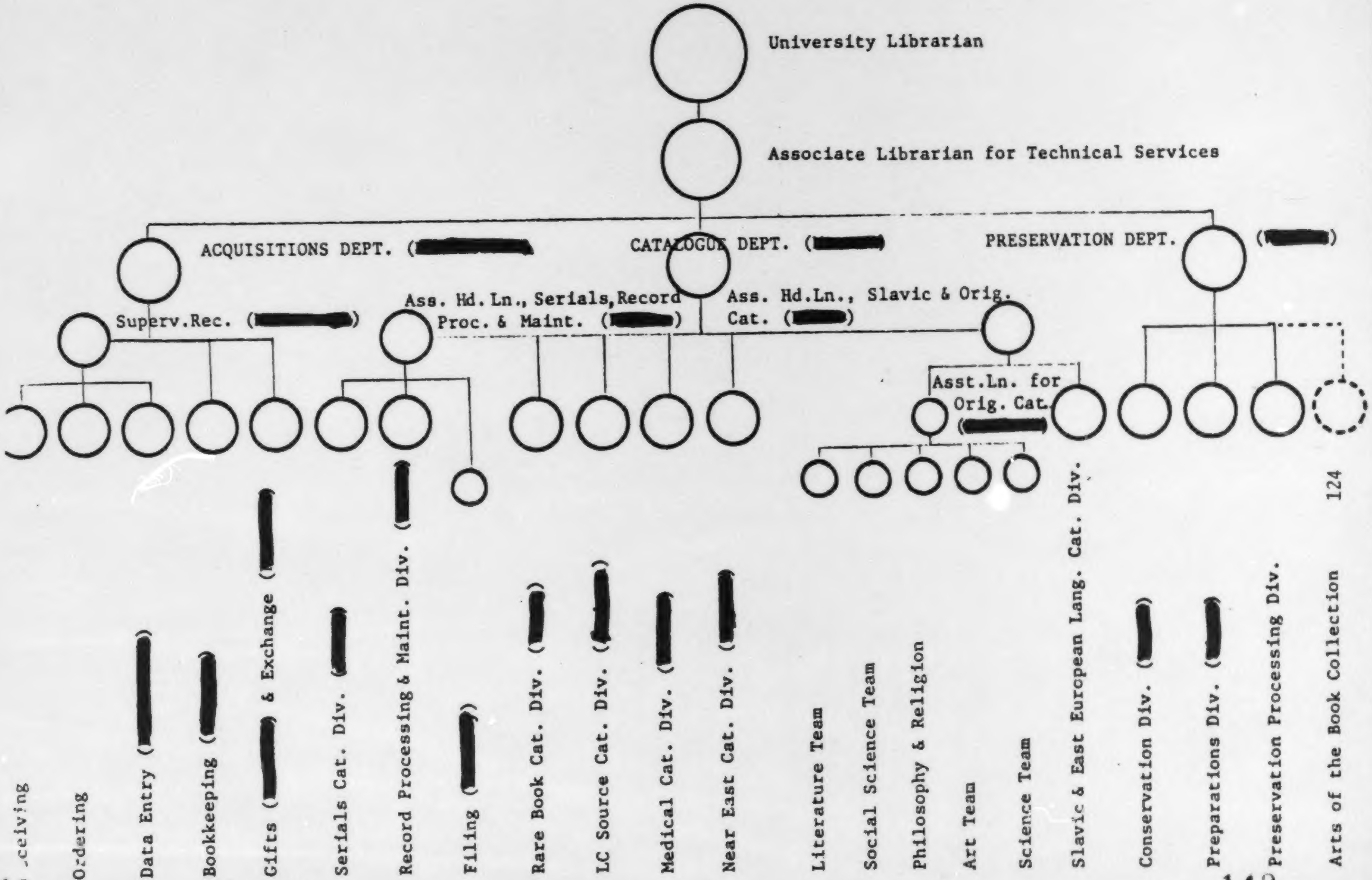
Gay Walker, Head
Preservation Department

RGW/mag

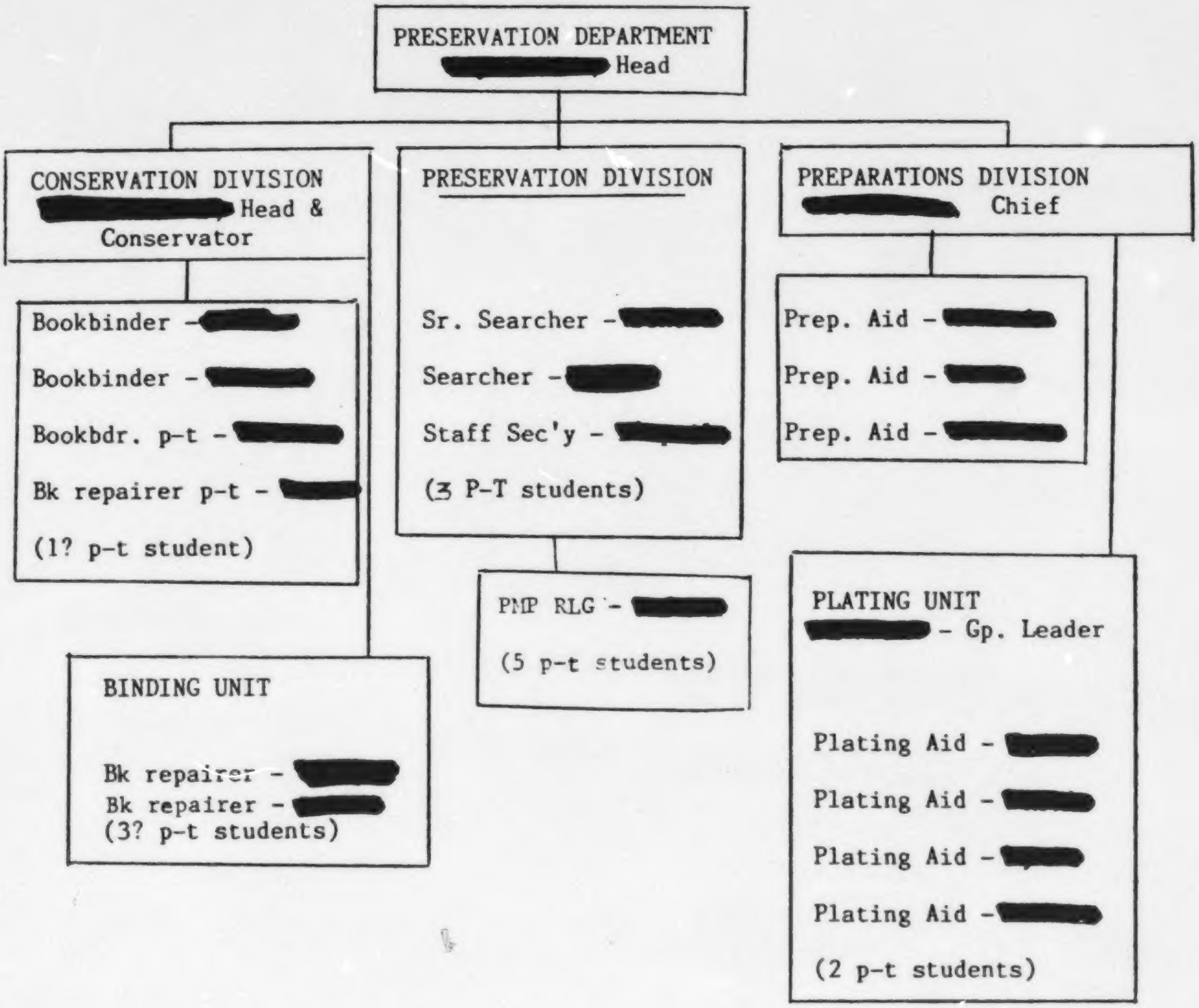
Yale University Library

TECHNICAL SERVICES ORGANIZATION CHART

Effective July 1, 1983


University Librarian
Associate Librarian for Technical Services
ACQUISITIONS DEPT. ([redacted]
CATALOGUE DEPT. ([redacted])
PRESERVATION DEPT. ([redacted])
Superv.Rec. ([redacted])
Ass. Hd. Ln., Serials, Record Proc. & Maint. ([redacted])
Ass. Hd.Ln., Slavic & Orig. Cat. ([redacted])
Asst.Ln. for Orig. Cat. ([redacted])
ceiving
Ordering
Data Entry ([redacted])
Bookkeeping ([redacted])
Gifts ([redacted]) & Exchange ([redacted])
Serials Cat. Div. ([redacted])
Record Processing & Maint. Div. ([redacted])
Filing ([redacted])
Rare Book Cat. Div. ([redacted])
LC Source Cat. Div. ([redacted])
Medical Cat. Div. ([redacted])
Near East Cat. Div. ([redacted])
Literature Team
Social Science Team
Philosophy & Religion
Art Team
Science Team
Slavic & East European Lang. Cat. Div.
Conservation Div. ([redacted])
Preparations Div. ([redacted])
Preservation Processing Div.
Arts of the Book Collection
124

ORGANIZATION CHART OF THE PRESERVATION DEPARTMENT


PRESERVATION DEPARTMENT
[redacted] Head
CONSERVATION DIVISION
[redacted] Head & Conservator
Bookbinder - [redacted]
Bookbinder - [redacted]
Bookbdr. p-t - [redacted]
Bk repairer p-t - [redacted]
(1? p-t student)
BINDING UNIT
Bk repairer - [redacted]
Bk repairer - [redacted]
(3? p-t students)
PRESERVATION DIVISION
Sr. Searcher - [redacted]
Searcher - [redacted]
Staff Sec'y - [redacted]
(3 P-T students)
PMP RLG - [redacted]
(5 p-t students)
PREPARATIONS DIVISION
[redacted] Chief
Prep. Aid - [redacted]
Prep. Aid - [redacted]
Prep. Aid - [redacted]
PLATING UNIT
[redacted] - Gp. Leader
Plating Aid - [redacted]
Plating Aid - [redacted]
Plating Aid - [redacted]
Plating Aid - [redacted]
(2 p-t students)

Preservation and Preparations Librarian (minimum L-I)
Sterling Memorial Library

Responsible for the administration of the preservation program of the University Libraries and for the binding and bookplating activities which prepare library materials for the collections. Reports to Associate Librarian for Technical Services.

1. Responsible for planning, organizing, staffing, budgeting of the preservation, and preparations functions of the Library.
   conservation
2. Recommends policy and program for present operation and future development.
3. Collaborates with collection development specialists in making decisions to replace, repair, transfer or withdraw deteriorating volumes. Collaborates on decisions for filming current serials on newsprint. Supervises the preparation of relevant bibliographic and publishing information, establishes the cost of in-house options.
4. Responsible for preparation of volumes for commercial binding. Sets binding standards and determines guidelines for choice of binding methods. Negotiates with commercial binders.
5. Responsible for the labeling and bookplating of volumes for the Library collection.
6. Supervises a staff of approximately 10 people involved in Preparations Department and about 3 people in the Preservation Office. Directly supervises 5 1/2 FTE in preservation and two managers for preparations (9 FTE) and Conservation (6 FTE).
7. Participates in inter-institutional cooperative programs for preservation. Keeps abreast of new technical developments in the field.

Qualifications: (Different now)

1. Graduate library science degree.
2. Two years of library experience, preferably with the preservation of library materials.
3. Knowledge of book binding desirable.
4. Supervisory experience desirable.
5. Knowledge of at least one Western European language.

7/85: Also responsible for Conservation (hands-on) functions as well as Preservation, Commercial Binding, and Shelf Preparation.

3/12/80

Acquisitions Assistant VI (salary grade 07)
Preservation and Preparations

Under general direction, collects bibliographic information on existing editions and available replacements for damaged library materials in a variety of languages.

1. Searches library catalogs, current and retrospective national and trade bibliographies, reprint and microfilm listings in English and Western European languages for bibliographic information. Notes other editions, locations and commercial availability.

2. Assists, records and follows up on decisions made. Prepares orders for replacement copies or editions, for photocopies or microfilms.

3. Checks and records the receipt of repaired, photocopied or replaced copy.

4. Pulls shelf list cards and initiates changes in the card catalog record to show replacement information. Assists in processing decisions.

5. Assists readers in the limited use of materials in the Preservation Office awaiting action.

6. Performs additional related duties as required.

Qualifications:

1. Three years of library experience in bibliographic searching of Western European language materials or college education.

2. Rudimentary knowledge of 2 or more European languages.

3/12/80

Acquisitions Assistant VII (salary grade 08)
Preservation and Preparations

Under general direction, collects bibliographic information on existing editions and available replacements for damaged library materials in a variety of languages. Reviews these materials with subject specialists and oversees their processing.

1. Searches library catalogs, current and retrospective national and trade bibliographies, reprint and microfilm listings in English and Western European languages for bibliographic information. Notes other editions, locations and commercial availability.
2. Oversees the follow-up on decisions made. May fill out replacement orders and prepare and check volumes for microfilming and photocopying.
3. Checks and records the receipt of repaired, photocopied or replaced volumes.
4. Pulls shelf list cards and initiates changes in the card catalog record to show replacement information. Assists in processing all decisions.
5. Assists readers in the limited use of materials in the Preservation Office awaiting action.
6. Reviews deteriorated materials with bibliographers and other subject specialists in decision-making sessions. Carries out further searching as necessary.
7. May train and oversee the photocopier operators and the clerk-typist.
8. Performs additional related duties as required.

Qualifications:

1. Three years of library experience in bibliographic searching of Western European language materials or college education.
2. Rudimentary knowledge of 2 or more European languages.

7/18/80

Head, Conservation Division (minimum classification: MP-3)
Conservation Division/SML

Supervises and coordinates the activities of the Conservation Division. Maintains and restores rare books and manuscripts and other rare materials collected by Yale Library system.

1. Reviews, plans and coordinates work load with Beinecke Rare Book Library and other Yale collections holding rare materials. Monitors work flow. Consults with curators and bibliographers to determine the treatment to be given each item.
2. Interacts with all Yale Libraries to consult on Conservation problems. Provides technical service and expertise including disaster preparation and recovery.
3. Reviews, plans and coordinates a variety of tasks related to conservation of rare books, papers and archival materials. Performs a range of conservation methods, including those requiring complicated and difficult techniques.
4. Plans and evaluates work schedule: Is final arbiter of what projects are within the capacity of the Division. Supervises the entire process of long-range conservation by washing, deacidifying, heat-setting, mounting and sizing. Oversees the process of chemical testing to determine quality of paper. (Department chemically tests discolorations and molds on books to determine best ways of conservation and restoration.)
5. Keeps abreast in the field on appropriate technical methods of restoration and conservation through lectures, conferences and interactions with colleagues in the field.
6. Develops and prepares reports relating to budgetary projections, etc.
7. Supervises, trains and coordinates the activities of conservation staff.
8. May train bookbinders and others in conservation techniques.

Qualifications:

1. High school diploma required. Bachelor's degree preferred.
2. Five to eight years experience and demonstrated ability in applying bookbinding and conservation techniques to library material.
3. Chemistry background (preferably Organic) at college level highly desirable.

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5/23/83

Bookbinder (salary grade 10)
Conservation Division, Preservation Department

Normal Work Schedule: Monday - Friday 8:30 a.m. - 5:00 p.m.,
37.5 hours per week

Under the general direction of the Head, Conservation Division, performs a variety of tasks related to the conservation of books and paper, rare books, and of research materials.

1. Disbinds, binds, repairs and/or restores bindings of all types. Makes protective cases, pamphlet bindings and boxes.
2. Treats paper by cleaning, washing, deacidifying, heat-setting, tissue-mending, sizing, mylar encapsulation, mounting and matting. May do leaf-casting and enzyme treatment.
3. Works with and maintains tools and equipment used for bookbinding such as hand tools, book presses, board shears, guillotine, sewing machine and environmental monitors.
4. Works with chemicals needed in conservation.
5. May do time estimates for work to be performed, treatment proposals and photo documentation.
6. Keeps records of work performed.
7. May participate in workshops and the training of others in binding/conservation techniques.
8. Performs additional duties as required.

QUALIFICATIONS:

1. High School diploma
2. Three to five years of training in bookbinding and conservation with an experienced Conservator (Rare Bookbinder).
3. Thorough understanding of the fundamentals, techniques and history of bookbinding.
4. Knowledge of all current paper and book conservation techniques.
5. Great manual dexterity and patience with detailed work.

DYT
1/85

OFFICE OF MANAGEMENT STUDIES

ASSOCIATION OF RESEARCH LIBRARIES
1527 New Hampshire Avenue, N.W., Washington, D.C. 20036 • (202) 232-8656

LIBRARIES CONTACTED

University of Alabama
Brigham Young University
University of California, Berkely
University of Chicago
Columbia University
University of Connecticut
Cornell University
Dartmouth College
Harvard University
University of Houston
Indiana University
University of Iowa
Library of Congress
University of Michigan
University of Minnesota
Northwestern University
Ohio State University
Princeton University
Southern Illinois University
Stanford University
State University of New York at Buffalo
University of Texas at Austin
  General Libraries
University of Texas at Austin
  Harry Ranson Humanities Research Center
Texas A&M University
University of Virginia
University of Washington
Yale University